

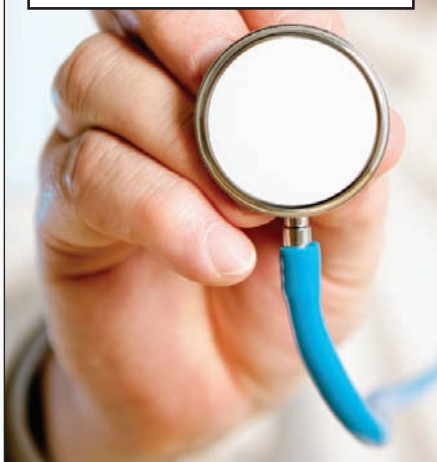
Focus

HEALTHCARE SECTION F

SPONSORED BY



selecthealth



During the 2013 government shutdown, tourists outside the locked gates of Zion National Park in southern Utah strain to see landmarks within the park despite.

Advocacy group: Shutdown would cost millions in business near parks

John Rogers
The Enterprise

Utah has as much to lose as anyone if the government shuts down on Oct. 1, according to a national park advocacy group. The National Parks Conservation Association (NPCA) is urging Congress to pass a spending agreement to avert a government shutdown, warning that a shutdown would significantly harm national parks — five of which are in the Beehive State — and cost millions in lost revenue

for local communities.

A government shutdown is possible as several members of Congress are threatening to vote against a continuing resolution to fund government operations because they can't vote for any budget that funds Planned Parenthood. The women's health group has come under fire over accusations of selling human fetus parts from within its abortion programs.

During the 2013 government shutdown,

see SHUTDOWN pg. 5

Employment still growing; jobless rate at 3.7%

Utah's non-farm payroll employment for August grew by an estimated 4.0 percent, adding 52,800 jobs to the economy as compared to August 2014, according to the latest numbers from the Utah Department of Workforce Services. Utah's companies currently employ 1,378,300 people.

August's seasonally adjusted unemployment rate rose one-tenth of a percent from July to 3.7 percent. Approximately 53,600 Utahns were unemployed in the month and actively seeking work. The August national unemployment rate dropped two-tenths of a percent from July to 5.1 percent.

"The economy is such a dynamic system that it is really no surprise to see small movements from one month to the next," said Carrie Mayne, chief economist at the department. "Utah's economy is still operating at full employment, with strong job growth across diverse industries."

Nine of the 10 private sector industry groups measured in the survey posted net job increases in August as compared to last year, while the natural resources and mining industry shed 800 positions. The largest private sector employment increases were in leisure and hospitality (12,800 jobs), professional and business services (9,600 jobs) and education and health services (9,400 jobs). The highest percentage employment growth occurred in leisure and hospitality (9.7 percent), education and health services (5.5 percent) and professional and business services (5.1 percent).

EDCU chief: Expect more of the same in 2015-16

Brice Wallace
The Enterprise

Fresh off a robust fiscal year, the leader of a business recruitment and expansion catalyst expects the next 12 months to feature more of the same.

Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah (EDCU), is predicting

good things for the 2015-16 fiscal year. That would follow a 2014-15 year that featured EDCU work on corporate recruitment and expansion projects that will lead to 8,402 new jobs and 5,732 retained jobs in Utah.

"I believe we're in for another strong year," Edwards said last week at the organization's annual meeting in Salt Lake City. He noted that EDCU has 183 active projects in its pipeline.

"Already this summer, we've seen record levels of project activity. In fact, the other day, I heard that we had nine site visits already this month, the month of September. We'll be continuing our recruiting efforts with our highly focused programs to reach specific companies that can add the right kind of growth to our economy. We'll also need the right kind of

see EDCU pg.4



SERVING THE NEEDS OF WASATCH FRONT HOMEBUILDERS
Nathan Anderson | 801.599.0207 | nathan@uclutah.com
8915 South 700 East | Suite 103 | Sandy



Councils merge to create nation's largest association

Salt Lake City-based Employers Council (EC) and Denver-based Mountain States Employers Council (MSEC) have announced a merger to create the nation's largest employers association. The merger goes into effect on Oct. 1.

A statement from EC said that as a result of the merger, members of both associations will have access to 130 attorneys, human resource consultants, organizational development professionals and survey practitioners across the West with offices in Salt Lake City; Denver, Colorado Springs and Ft. Collins, Colorado; as well as Scottsdale, Arizona.

"The merger creates substantial value for employers in Utah, Colorado, Arizona and other western states by allowing organizations access to a broader array of services and resources as they confront HR and employment law challenges," the statement said. "The combined strength of EC and MSEC will provide greater value and depth for Utah's expanding business community."

"This merger is great news for our members, potential members and EC employees as we continue our mission of providing professional, cost-effective resources for employers," said Monica Whalen, EC president

and CEO. "Our organization is now in a better position to deliver real-time assistance to employers across multiple states, so they can navigate the continuously evolving HR issues of today's demanding environment. Nothing is being lost in this change. In fact, Utah businesses are gaining a tremendous amount."

"Combining and maximizing the strengths of both associations offers a tremendous advantage to our members and enables us to be a stronger and more knowledgeable partner as we remain committed to our local business communities," said Mike Severns, president and CEO of MSEC. "As employers across the western region tackle challenging issues like immigration and wage and hour changes, our collective team of experts will be able to share insights and provide sound advice to member organizations."

"Employers Council will continue to operate under the same name and from the same office with the same experts our member organizations have grown to trust and rely on. I will remain at the helm in Utah. In coming months, we'll begin to roll out new services, processes and a new, consolidated website to reflect our powerful organization," said Whalen.



The Oakridge student housing project on the Utah State University campus features energy-saving solar energy.

Solar project lights USU housing

USU students returning to classes this fall have a clean energy option for their living accommodations with a newly completed LED and solar project. Triton Investments Inc. and Allinclusivestudenthousing.com have completed Cache Valley's largest LED and solar installation at its Oakridge student housing project located in Logan.

Costing just over \$1 million, the 370-kilowatt system will produce up to 1.8 megawatts of energy on a daily basis.

"As we looked long term, investing in both LED lighting and solar energy makes sense financially and environmental-

ly," said Zane Morris of Triton Investments. "Over the next 25 years, we anticipate \$5.7 million in energy savings. The energy savings will be shared with students living at Oakridge, helping to reduce the ever-increasing expense of attending college. We know that college kids are becoming more and more environmentally conscious and will value living in an apartment that generates its own clean energy."

"We were asked to manage this project from evaluation to completion. Our first step was to evaluate more than the utility savings of solar, but to also look at how to reduce the overall energy consumption of the apartment complex," said Justin McMurtrey, Oakridge Housing project manager and managing partner of Elsyium Energy. "We combined the energy reduction of

LED lighting by looking at every units' energy use and then evaluated how much energy we needed from the solar panels. After evaluating all of these components, we were able to demonstrate that it was an economically wise investment."

"In total, we installed 1,345 solar panels generating up to 1.8 megawatts each day," said Cade Adams, sales director of Progressive Power Solutions, the contractor on the project. "We were delighted to partner with Triton Investments Inc. to bring this project online and reduce the amount of utility power needed for this apartment complex."

The project will also reduce area source emissions that contribute to winter inversion and summer ozone levels, according to a release from the owners.

MCW expands oil sands holdings

Canadian-registered holding company MCW has doubled down on its oil sands extraction operation in Utah with the lease of the Temple Mountain oil sands project in Uintah County. Material extracted from the site will be processed at MCW's oil sands extraction plant at its first Utah field at Asphalt Ridge near Vernal.

MCW has been producing oil at the Asphalt Ridge plant since early this year at a cost of \$30 per barrel. The technology uses a solvent to pull oil out of oil sands the way that soap washes grease from plates, according to MCW CEO Gerald Bailey, former Exxon president of Arabian operations for Gulf Oil. The process doesn't rely on water, high temperatures or pressures, nor does it emit

greenhouse gases, according to Bailey. MCW touts its process as commercially viable and environmentally responsible.

The Temple Mountain project has about 2,230 acres and MCW expects to use the location for a second and larger extraction plant with construction beginning next year.

Asphalt Ridge is thought to hold 1 billion barrels of recoverable oil with the Temple Mountain site containing more. With the construction of a second extraction facility, MCW expects to drive the production cost to around \$20 per barrel, making it less expensive than shale oil or other oils sands extraction processes. Oil sand extraction operations in Alberta, Canada, for instance, produce oil for about \$55 per barrel.

30TH ANNIVERSARY SALE

SUGARHOUSE
FURNITURE

UTAH'S MISSION FURNITURE SPECIALISTS

SERVING HIGH QUALITY,
SOLID WOOD,
OFFICE FURNITURE
SINCE 1985

(801) 485-3606

2892 S. HIGHLAND DRIVE ■ SALT LAKE CITY

WWW.SUGARHOUSEFURNITURE.COM

Prediction: Get ready for booming, diverse & aging population

Brice Wallace
The Enterprise

They're coming. They're aging. They'll be changing.

The first "they" are immigrants adding to U.S. population growth. The second and third "theys" are baby boomers and millennials. And accommodating those groups' numbers and desires represents a huge opportunity for people in the real estate industry, according to Mike Acton, managing director at AEW Capital Management and director of AEW Research.

Speaking recently in Salt Lake City at the RealCON conference for commercial real estate professionals in Utah, Acton predicted a booming, diverse and aging population that the industry will need to address.

"We're going to need tens of millions of residences, [billions of] square feet of space — office, industrial, retail. We're going to need all of it," Acton said. "So it's a great opportunity going forward to develop. The real challenge is really meeting these tenants' wants and needs."

The U.S. census expects the national population to grow by 90 million by 2050 and 100 million by 2060. Acton said that means that 40 million new homes and a billion square feet each of new retail and office space will be needed. That's in contrast to other nations — he cited Japan and China — expected to see their populations shrink over time.

"That's an incredible opportunity for real estate people today," he said of the U.S. "For real estate investors, real estate developers, real estate brokers, whatever part of the business you're in, that quantum of increase is truly unique to the United States. There is no other country in the world that's going to add people at this pace."

The industry also will need to adjust to a different population mix, he said. By mid-century, immigration will account for more than half of U.S. annual population growth. By 2045, the U.S. will have no majority group.

"Why do you care about that as a real estate person? Well, we have the story of a lot of people coming here, a lot of population growth, we're going to need a lot more real estate — that's a pretty straightforward story," he said. "[But] different people have different wants and needs. ... Everybody works, lives and plays differently."

For example, people migrating from Southeast Asia will prefer larger apartments in order to accommodate multigenerational families, who want elderly grandparents living with them. People from Central America and South America like different types of grocery stores and different services at shopping centers, he said.

"There's an enormous amount of what we call value-add real estate plays to do in response to those changes. ... You want to capture a new demographic," Acton said.

Real estate professionals also will need to meet the challenges of an aging population. The number of Americans turning 80 will grow each year for the next 30 years. Even now, every day, 10,000 people turn 65. More than 20 million Americans are 75 or older, a figure that will double over the next two decades.

"We're going to have a lot of old people in America, and what it means to be old is just going to be very, very different. ... Being 65, being 70, 75, isn't going to feel old anymore because there's

going to be tons of people that age around you," Acton said.

Seniors will want places to live that are safe and have services available and the ability to extract equity from their houses. They will want to downsize but will do so in suburbs — they're frightened of cities — perhaps by owning smaller houses or by living with other people.

"The person who can deliver a quality senior housing experience at a middle-income price point is going to have a license to print money in America, I'm convinced of that," Acton said.

Among the aging are two large population groups: baby boomers and millennials, the latter being people born between 1980 and 2000. The first boomers will hit age 80 and the first millennials will hit mid-life within the next 10 years. "And they're going to change what they're doing today, and that's really important to understand," he said.

Millennials so far have preferred to not marry, have children or buy homes or cars, although the lack of buying big-ticket items may be because many are saddled

with student debt and cannot qualify for mortgages or auto purchases, he said.

But as they move into their 30s, millennials ultimately will marry, start families and buy houses, although later and slower than did earlier generations, he predicted.

"The demographics are very, very predictable," Acton said. "Our cities are very vibrant today because this millennial group is largely concentrated in our cities today ... but they will grow up, they will do these other things. It's just taking them longer."

If things work out well, boomers will move into smaller homes at about the time that millennials will be looking to buy their larger, suburban homes.

"All this points to a pretty bullish story for suburbs," Acton said. "Suburbs are kind of out of favor right now. It's going to come back. This vacillates through cycles: The cities are hot for a while and then the suburbs are hot. It's all a function of the demographic cycle."

Wexpro enters deal to develop Colorado natural gas properties

Questar Corp. has announced that its subsidiary, Wexpro Co., has entered into a joint venture to develop natural gas-producing properties in western Colorado's Piceance Basin. Wexpro will partner with Piceance Energy LLC, a subsidiary of Laramie Energy II LLC, and a leader in developing low-cost drilling and completion strategies in the basin.

Wexpro expects to spend \$60 million to \$70 million on an 80-well drilling program targeting the Mesaverde formation. The partners will begin drilling in the Collbran Valley in Mesa County, Colorado, in early October, and continue through early 2017. The joint-development agreement also provides Wexpro options to acquire development rights for deeper formations and, with mutual consent, to significantly extend and expand the drilling program up to 300 wells, depending on commodity prices.

"We are excited to partner with Laramie Energy," said Ron Jibson, Questar chairman, president and CEO. "Laramie's extensive experience in the Piceance Basin and our historic success in exploring and developing reserves in the Mesaverde formation in other basins of

the Rockies is a good match. We view the joint venture as another step in our strategy to expand the company's cost-of-service model, which provides a long-term hedge against natural gas-price volatility. The resulting low-cost natural gas production could work very well in providing gas supply on a cost-of-service basis to utilities and other users."

Under the terms of unique agreements in Utah and Wyoming, Wexpro currently produces gas from properties at cost of service, benefiting Questar Gas utility customers. Wexpro believes that similar cost-of-service arrangements can benefit customers or partners who purchase volumes of natural gas production and would like to create an effective long-term price hedge on a portion of their supply needs. A current partner of Wexpro is in the process of obtaining board approval to participate in the production from these wells on a cost-of-service basis.

Questar is a Salt Lake City-based integrated natural gas company with an enterprise value of about \$5 billion, operating through three principal subsidiaries: Questar Gas Company, Wexpro Co. and Questar Pipeline Co.



FINANCING UTAH'S ECONOMIC GROWTH

Commercial Real Estate Lending

One Time Close Construction To Term

Income Producing Investor Financing

SBA 504 Loans



Steve Diamond
Business Banking
VP Relationship Manager
(801) 698-6283
sdiamond@bankofutah.com



BANK of UTAH

2605 Washington Blvd.
Ogden, UT 84401

(801) 409-5241

Member FDIC

Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220
Salt Lake City, Utah 84103
801-533-0556 FAX 801-533-0684
www.slenterprise.com

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

david@slenterprise.com

CIRCULATION

Diana Rogers
diana@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS

art@slenterprise.com

Subscription Rates:

Online only, \$65 per year
Print only, \$75 per year
Online and Print, \$85 per year

Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, its owners or managers. Reproduction or use of contents without written consent of the publisher is prohibited. All rights reserved.

© 2013 Enterprise Newspaper Group Inc.
Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
P.O. Box 11778, Downtown Station
Salt Lake City, Utah 84147

EDCU

from page 1

people to take advantage of those opportunities, and so developing and attracting new talent will be essential, and we'll be supporting efforts by GOED (the Governor's Office of Economic Development) and others to do just that."

EDCU was founded in 1987 as a private, nonprofit organization. It is a public/private partnership, working with state and local government and private industry to attract and grow companies and spur the development and expansion of local Utah businesses. Among its services, it helps companies during their site selection process by providing accurate data, local contacts and logistical support. Many projects advance to GOED for consideration of incentives to help ensure the project occurs in Utah.

The job creation and retention figures in 2014-15 top those of the prior year, when EDCU worked to create 8,326 jobs and retain 733.

In 2014-15, EDCU's work led to 39 companies announcing plans to relocate to or expand in Utah, up from 36 the prior year. That includes 13 local, regional or national headquarters. The

projects' capital investments will total more than \$851.4 million when completed, up from \$677.5 million a year earlier. Those companies will use 3.5 million square feet of space, up from 1.9 million.

EDCU in 2014-15 conducted 53 visits by corporate site selectors. For comparison, Edwards noted that the organization had as few as 12 visits in 2001.

Among the noteworthy projects last year were Procter & Gamble, planning a \$500 million expansion and the addition of 200 jobs at its Box Elder County plant; Viracon, which reopened an architectural glass plant in St. George and hopes to be back to 300 workers there; Vista Outdoor, which selected Farmington for its 100-job headquarters; Black Diamond, which will re-shore 75 jobs from China and is setting up a new manufacturing operation in Salt Lake County; and Prosper, which plans to add 500 employees over the next five years.

Edwards said EDCU's partnership with GOED "has been just a remarkable part of our success." Another part has been fixing the perception of Utah, he said.

"We've also seen a change in the perception of Utah, that we are now a 'must-see' place for site selection," Edwards said. "We are no longer a fly-over state, mean-

ing someplace you fly over on your way to the East Coast or the West Coast. We are now a destination."

In addition to a "laser focus" on creative recruitment and supporting workforce development and attraction, Edwards said EDCU this year will concentrate on "leveraging" the Utah brand, which he said has been "so highly developed and successful for tourism," as a way to attract companies and talent to Utah.

Scott Anderson, chairman of EDCU and president and chief executive officer at Zions Bank, said Utah "has literally become the right place for business" and noted "an increasing number of quality companies" expanding in or relocating to the state.

"While other states have reasons to take pride in what they do, they are all chasing Utah," Anderson said. "While others can occasionally lay claim to recognition in various national business rankings, Utah is consistently at the top or near the top of almost every ranking in every category measured."

He noted that a recent report showed Utah with the nation's highest job growth rate, 4 percent, and the highest private-sector rate, 4.6 percent. The latter figure is twice the national average and a full 1 percent ahead of its nearest

competitor state.

Anderson attributed EDCU's success to the strength of the Utah economy, which he added is "reflected in its leadership and its can-do attitude."

Edwards expressed similar sentiments. He noted that Utah has demonstrated economic resilience, having rebounded from the 2008-13 Great Recession, when it lost 79,000 jobs. The state "not only recovered in 2013 but ... we kept going beyond our prior level and we did this well before other states," he said.

"In other words, we actually gained market share during the tough times, and, as we know, that strong recovery has continued, now posting annual job growth of over 4 percent, the very highest in the nation."

That resilience was created by strong leadership and a "culture of collaborative problem-solving," he said. Utah government had a rainy day fund it put to use and the willpower to make tough budget decisions in difficult times. Plus, the collaboration features a willingness to work together on difficult issues, he said.

"This gives us an economic advantage, as we have the ability not only to bounce back but to bounce forward," Edwards said. "We do that by investing in our people and our infrastructure so

that we can take advantage of these many opportunities that are coming our way."

SkyWest to buy additional 18 jet Embraer aircraft

SkyWest Airlines Inc. has entered into an amendment to an existing capacity purchase agreement with United Airlines to operate an additional 18 new Embraer E175 dual-class regional jet aircraft.

"We're pleased to secure additional dual-class flying for United," said Chip Childs, president of St. George-based SkyWest Inc. "This agreement represents ongoing execution of our plans to improve overall fleet mix as we continue our commitment to deliver what our partners need through solid, reliable service."

The aircraft will be operated by SkyWest Airlines with United Airlines markings. The cabin will be a dual-class configuration of 76 seats and will be equipped with Wi-Fi. Under the agreement, it is anticipated that delivery of the aircraft will begin in late 2016, with all 18 aircraft being delivered by mid-2017.

FIRST UTAH BANK
Where You're Number One

SBA TERM LOANS *OAC
APPLICATION

APPROVED

Reduced fees
UP to
\$10,000**

Small Business Loan Application Form. I certify that this application and goal of this document is honest and correct and contains no material omissions or misstatements. I hereby authorize responsible person to provide information to this Bank for review, investigation, and credit reporting.

Loan Number: 08855621
Lending Bank: First Utah Bank
Interest Paid Through Date: TBD

Date of: 10/15/2015

PRINCIPAL AND INTEREST PURCHASED

www.SBALoansApproved.com
801-308-2277



*On Approved Credit **Reduced fees are based on a sliding scale as follows: on new loan balances between \$1.00 to \$499,999 the fees will be waived up to 1% of the loan amount or \$2,500 whichever is less, on new loan balances between \$500,000 to \$999,999 the fees will be waived up to \$5,000, on new loan balances between \$1,000,000 to \$1,499,999 the fees will be waived up to \$7,500, and on new loan balances between \$1,500,000 to \$5,000,000 the fees will be waived up to \$10,000. Offer Excludes SBA 504 Loans. Application must be submitted for an SBA Term Loan to First Utah Bank on or before December 31, 2015 and if approved the loan must be closed and funded no later than June 30, 2016.

SHUTDOWN from page 1

the National Park Service reported that Arches National Park, outside Moab, lost an estimated 35,500 visits that could have led to \$3.9 million spent in nearby communities. The loss reached \$3.6 million at Bryce Canyon National Park, \$3.4 million at Glen Canyon National Recreation Area and \$3.1 million at Zion National Park. The shutdown in Utah ended early when the Obama administration allowed the state of Utah to pay the difference and allow the parks to open several days before the national shutdown was resolved in Congress.

Two Utah representatives, Rep. Mia Love and Sen. Mike Lee, both Republicans, have already weighed in with their thoughts on a potential shutdown. Love has said she intends to vote to keep the government open, while Lee has said that he can't in good conscience vote for any spending bill that includes funding for Planned Parenthood.

In a letter to members of the House and Senate, NPCA said the 16-day government shutdown in 2013 forced the closure of all national park sites and that another shutdown would result in more than 770,000 visitors being turned away each day the parks are closed. That could mean as much as \$42 million in visitor spending being lost every day at a time when the park system is experiencing record-breaking attendance in advance of its 2016

centennial.

"A government shutdown only brings into focus the families, communities, businesses and dedicated park rangers who struggle while our national treasures are shuttered," said the letter from NPCA president Clark Bunting, noting that the 2013 government shutdown turned away almost 8 million visitors, costing local communities nearly a half-billion dollars in lost revenue.

"Today the shutdown would once again be a sad chapter in the struggle to adequately fund our

nation's needs, including America's national parks," the letter said.

The prospect of another government shutdown comes at a difficult time for the National Park Service, which has had its operating budget cut by more than 7 percent over the past five years. These cuts have resulted in fewer rangers to protect parks and greet the public while leaving roads, trails, visitor centers and other infrastructure elements crumbling.

With a maintenance backlog that has grown to \$11.5 billion

due to a significant decline in construction funding and insufficient investments in the transportation funding bill, Bunting said the only way to get parks back on track is to restore park funding to pre-sequester levels and provide the funding parks need to prepare for the centennial year and beyond.

"Rather than threatening another damaging shutdown, Congress should be preparing for the influx of visitors expected during the national parks' 2016 centennial year by pursuing a deal that can allow

for needed restoration of funding for national parks," Bunting wrote. "We urge swift passage of a bipartisan continuing resolution clean of environmentally damaging policy riders, followed by a committed bipartisan effort to enact a budget deal that replaces the sequester and allows for the needed restoration of funding for the National Park Service in fiscal year 2016."

The nonpartisan National Parks Conservation Association, founded in 1919, has over 1 million members nationwide.



Royal Caribbean® DOES THE CARIBBEAN BEST

When you experience the Caribbean with the cruise line that does it best, you're bound to discover adventure in every sense of the word.

Adventure rules supreme on Labadee®, Royal Caribbean's private island paradise. Race through the forest on the Dragon's Tail roller coaster and fly over the ocean on a 2,500-foot zipline. And, with its white-sand beaches and spectacular surroundings, CocoCay®—Royal Caribbean's exclusive 140-acre tropical paradise in the Bahamas—is the perfect mix of energy and relaxation.

STAY IN STYLE

For every taste, budget and number of guests, the perfect stateroom is ready and waiting.

You choose the view, from classic balconies with ocean views to one-of-a-kind balconies overlooking leafy Central Park® and the amusements of the Boardwalk® neighborhood.

Royal Caribbean®

is the ADVENTURE your vacation needs. Let's discuss your many options!
Contact us today at 801-268-4470



Southern Caribbean Cruises

Quick 5-Night or Less Getaways

Western & Eastern Caribbean Cruises

All itineraries are subject to change without notice.
Certain restrictions apply.



Cruise & Travel Masters

801-268-4470

4376 S. 700 E., #200, SLC UT 84107

facebook.com/cruiseandtravelmasters
www.cruiseandtravelmasters.com

BEST PRICE GUARANTEE

NOTICE

Notice is hereby given that Bank of the West, headquartered at 180 Montgomery Street, San Francisco, California, 94104, has filed with the Federal Deposit Insurance Corporation, an application to establish and operate a new branch office to be located at 12572 South Creek Meadow Road, Riverton, Utah.

Any person wishing to comment on this application may file his or her comments in writing with the regional director (DSC) of the Federal Deposit Insurance Corporation at its regional office at 25 Jessie Street at Ecker Square, Suite 2300, San Francisco, California, 94105, within 15 days after the date of publication of this notice. The nonconfidential portions of the application file are on file in the regional office and are available for public inspection during regular business hours. Photocopies of nonconfidential portions of the application file will be made available upon request.

Published pursuant to Sections 303.7 and 303.44 of the rules and regulations of the Federal Deposit Insurance Corporation.

Bank of the West
By: Barbara Jeung
Assistant Vice President & Sr. Paralegal

Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice@slenterprise.com. The submission deadline is one week before publication.

ARCHITECTURE

• **Spectrum Engineers**, Salt Lake City, has hired **Benjamin Schlup** as a project mechanical engineer. Schlup has managed projects from schematic design through post-construction, including designing and specifying mechanical and plumbing systems, working with clients to meet expectations, and coordinating with contractors. He has experience in designing a wide variety of mechanical and plumbing systems.

ASSOCIATIONS

• The **Building Owners and Managers Association (BOMA) Utah** has elected its 2016 officers and board of directors. The officers are **Scott Bennion**, senior property/asset manager, RiverPark Management & Development, as president; **Justin Farnsworth**, vice president of asset services, Newmark Grubb ACRES, as president-elect; **Bruce Clayton**, senior property manager, Utah Property Management Associates, as vice president; **Casey Killian**, Northwest regional manager, Varsity Facility Services, as secretary/treasurer; and **Lorrie Ostlind**, senior portfolio manager, Commerce Real Estate Solutions, as immediate past president. The board of directors consists of **Gary Bullock**, director of operations, Millrock Management; **Dawn Katter**, property manager, The Boyer Co.; **Paul Gallegos**, president, Wasatch Property Services; **JJ Kofford**, real estate manager, CBRE Inc.; **Rudy Larsen**, president, The Lawn Butler LLC; **Ron Moore**, vice president, RBM Services Inc.; **Jill Richardson**, property manager, The Boyer Co.; **Cole Wadsworth**, property manager, Wadsworth Development Group; and legal counsel **Bruce Reading**, Scalley Reading Bates

Hansen & Rasmussen.

• **ISlhr**, a South Jordan-based professional employer organization, has changed its name to **Stratus.hr** in order to “better reflect the evolving nature of both the HR industry and the company’s own business and services.” The name is a nod to the cloud-based HR tools it offers. Stratus.hr provides customized human resource services to more than 150 small businesses and their 7,000 employees, primarily in Utah. It hopes to finalize the name change and launch its new URL and updated website, Stratus.hr, in October.

BANKING

• **Mountain America Credit Union** has opened a branch at 635 S. Main St., Heber. The branch offers a wide range of financial products and services, including traditional savings, insurance, investments, auto and RV loans as well as mortgage loans and services, the MyStyle checking account and real estate and business lending. The branch is managed by **Brian Marsing**. He began working in the financial industry in 2006. Mountain America has 86 branches in five states.



Brian Marsing

• **U.S. Bank Wealth Management** has named **Rob Parker** as senior portfolio manager for **The Private Client Reserve** of U.S. Bank in Salt Lake City. He will provide clients with an integrated investment approach, offering asset allocation strategies and recommendations to help them work toward their goals of building and maintaining wealth. Prior to joining The Private Client Reserve, Parker was a portfolio manager of the Colorado district with Key Private Bank in Denver. He started his career in the financial industry in 1997. Parker’s education includes a bachelor’s degree from the University of Utah.



Rob Parker

CONSTRUCTION

• The board of directors of **Alder Sales Corp.**, Murray, has promoted **Cory M. Alder** to president. He has been with Alder’s for more than 16 years in sales and sales management, including the past 10 years as vice president of the corporation. He represents the fourth generation of the fam-

ily to be named president of the company, which was founded in 1935. He succeeds **Matt L. Alder**, president since 1975 and also the company’s largest shareholder. Matt Alder will continue as chief executive officer.

• **Bragg Crane Service** has hired **Jade Barlow** as a salesman. Barlow has 25 years of sales experience and 15 years of experience in refineries.



Jade Barlow

ENERGY/NATURAL RESOURCES

• **FX Energy Inc.**, Salt Lake City, has announced that its board of directors has declared a quarterly cash dividend payment on the company’s 9.25 percent Series B cumulative convertible preferred stock. The quarterly dividend on the Series B preferred stock is payable Oct. 31 to holders of record Sept. 30. The payment is about 57.8 cents per share.

FINANCE

• **MX**, Lehi, has announced that **Pete Kight** has joined the corporate team as an advisor to MX founder and chief executive officer Ryan Caldwell. Kight, founder and sole CEO of CheckFree, also has joined the MX board of directors and made what the company calls a “significant” personal investment in the business. Kight has 34 years of industry experience. He also serves on the board of directors at Huntington Bancshares Inc. and Blackbaud.

GOVERNMENT

• **Annette Meier** has been appointed to the **Governor’s Office of Economic Development (GOED)** board. Meier is co-founder, director, president and

chief operating officer of Superior Drilling Products (SDPI). She has more than 20 years of experience in the oil and gas industry. She co-founded SDPI’s predecessor, Rocky Mountain Diamond, with her husband, Troy Meier, in 1993. Since SDPI’s inception in 1999, Meier has managed all of the company’s day-to-day operations and business. In 2005, Meier served as the creator and chief architect of the Ropers Business Park, SDPI’s manufacturing facilities campus in Vernal.



Annette Meier

HEALTHCARE

• **Med One Capital Inc.**, a Sandy-based medical equipment leasing and rental company, has created a board of directors to aid in governance of the company during future expected growth. The board will convene during the 2015 and 2016 business year. The board features the following members: **Larry R. Stevens**, the company’s president, chief executive officer and co-founder; **Brent H. Allen**, the company’s executive vice president, co-founder and co-owner; **Robert C. Gross**, principal at Robert C. Gross Associates LLC and former banking president and state government executive; **Lane A. Summerhays**, former president and chief executive officer of the Utah Workers Compensation Fund; **Randy C. Emery**, insurance and commercial lending specialist and senior vice president/Surety Division manager at the Buckner Co.; **Tricia L. Schumann**, chief marketing and communications officer at Arches Health Plan of Utah; **William J. Brady**, president and partner at Eli Kirk Riser; and **Michael W.**

Spence, senior partner at Ray, Quinney and Nebeker. Spence has been appointed corporate secretary of Med One Capital.

HOSPITALITY/FOOD SERVICE

• **White Lodging Services Corp.** has named **Amanda Codespoti** as general manager for the Residence Inn Salt Lake City Airport. Codespoti began her hospitality career as a front desk associate at the Hilton Garden Inn in Bloomington, Indiana. She also served as a sales coordinator, front desk manager and accounting manager for the same property.



Amanda Codespoti

INSURANCE

• **Moreton & Co.**, Salt Lake City, has been ranked the No. 1 employee benefit broker for large groups in Utah by **Employee Benefit Adviser (EBA)**. EBA, in partnership with business intelligence data analytics firm miEdge, revealed the top five brokerages within each state throughout the U.S. The listing is based on Form 5500 Schedule A reporting data on commissions as of July 31, 2015. Methodology for compiling of data for large-group business consisted of data submitted to the Department of Labor.

LAW

• **Snell & Wilmer**, Salt Lake City, has hired attorneys **Kim Colton**, **Bret Evans** and **Tanya N. Peters** for its Salt Lake City office. Colton is a staff attorney focusing his practice in corporate, real estate and natural resources. He has practiced law in Utah for more than 15 years. Colton’s

see BRIEFS next page

Industry Briefs

from previous page

education includes a J.D. from the University of Utah's S.J. Quinney College of Law, and a B.A. and M.A. from Brigham Young University. Prior to law school, Colton taught in the English Department at the University of Nevada Las Vegas. Evans is an associate concentrating his practice in bankruptcy and commercial litigation. He earned his J.D. from the University of Utah's S.J. Quinney College of Law and his B.A. from Brigham Young University. Peters is a staff attorney who focuses her practice in commercial litigation with an emphasis in the financial services industry. Prior to joining Snell & Wilmer, Peters defended parties in personal injury and commercial litigation matters as well as practiced family law. She has also defended insurance companies and self-insured common carriers in insurance defense litigation.



Kim Colton



Bret Evans



Tanya Peters

• **Ray Quinney & Nebeker**, Salt Lake City, has hired **Allison G. Behjani** for its Real Estate Section. She represents real estate clients ranging from owners and developers to retail and office tenants and focuses her practice on commercial development, office and retail leasing, acquisitions

and sales of real property, entitlements and land use issues as well as title insurance. Behjani also assists borrowers in the financing of office, retail and mixed-use developments. In conjunction with her real estate practice, she assists clients with general corporate matters. She previously was a shareholder at another Salt Lake City law firm. Behjani graduated from the S.J. Quinney College of Law at the University of Utah in 2008. She received a B.A. in history from Brigham Young University in 2005.



Allison Behjani

• **YWCA Utah** has named **Annie Studer** as its new marketing and communications manager. Studer has experience in project management, relationship management and campaign strategy implementation from her prior work within wholesale at Patagonia and marketing at Geocaching. Studer has an MBA from the University of Utah.

NONPROFITS

• **Thanksgiving Point**, Lehi, recently received a **Museums of America** grant award from the **Institute of Museum and Library Services (IMLS)**. Only 217 of 500 applicants were selected for awards, and the Thanksgiving Point award totaled \$136,186. The grants support projects that help individual museums and gardens address key needs or challenges to better serve the



Annie Studer

community. The award will allow Thanksgiving Point Gardens to create a water-wise/dry garden in partnership with community water conservatories and to offer programming to teach ways to be water-wise in a desert climate.

• The **Utah Office of Outdoor Recreation**, a program in the Governor's Office of Economic Development (GOED), has announced the **Utah Waypoint Grant** program. The 50-percent matching grant makes a total of \$400,000 available to Utah communities to build outdoor recreation infrastructure and improve recreational opportunities statewide. To qualify, projects must directly benefit the public, be endorsed by local government leaders, and enhance the community's economic opportunities and quality of life. Eligible infrastructure development projects include but are not limited to trails, trail infrastructure and trail facilities; restroom facilities near popular recreational climbing areas; ramps and launch sites that would improve water access along rivers; whitewater parks; yurts; and infrastructure for wildlife viewing areas. The areas for the project must also remain open and accessible to the public. Applications will be accepted until Oct. 30, 2015, and April 29, 2016. Applications and details are at business.utah.gov/outdoor.

OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **Philanthropy**

• **Neumont University**, a private, for-profit institution that grants bachelor's degrees in computer science and related fields in three years, celebrated increased fall enrollment this year with a service project. On Sept. 18, faculty and staff from the university joined with **Utahns Against Hunger** to harvest produce for people in need. The university's director of admissions, Karick Heaton, challenged his team to explore options in the community and find a place where they could make an impact. Heaton asked for the project to be near Neumont University's campus at 143 S. Main St., Salt Lake City, and during a time when students were off-campus.

PHILANTHROPY

• **Real Estate**

• **Craig Realty Group** has hired **Crystal Jones** as the marketing director of **Outlets at Traverse Mountain**, Lehi. She will oversee the marketing department of the Outlets at Traverse Mountain and will be respon-

REAL ESTATE

sible for advertising, tourism, special events, market research, and public and community relations. Most recently, Jones was a business development manager for General Growth Properties Group, overseeing specialty leasing for four shopping centers. She also has worked for Macerich and was the Downeast Basics regional manager and spokesperson. Jones has a degree in business marketing and apparel and textiles from Utah State University.

University.

• **Real Property Management**, Salt Lake City, has been named to the **2016 Best for Vets: Franchises** rankings by *Military Times*. The Best for Vets program acknowledges the best franchise opportunities for veterans based on an assessment of more than 100 questions about company culture, performance of the franchise units, costs associated with franchising, and financial support offered to veteran and active-duty service members and their families. The Real Property Management franchise offers military veterans a 10 percent discount off the franchise fee as part of its participation in the International Franchise Association's VetFran initiative. The Real Property Management brand has more than 260 offices in 44 states.

• The Salt Lake City office of **Ballard Spahr** has been selected as the **Utah Diversity Connections Small Business Winner** for 2015 in recognition of its commitment to support diversity and inclusion in the workplace, its numerous programs and its accomplishments. The sixth annual **Utah Business Diversity Awards**, co-sponsored by Utah Diversity Connections and the State Society for Human Resource Management (SHRM) boards were presented at a luncheon last week during the Utah SHRM Crossroads Conference at the Davis Conference Center.

SELL YOUR EQUIPMENT WITH THE EXPERTS.
rbauction.com

RECOGNITIONS

• The **Economic Development Corporation of Utah** presented a pair of awards at its annual meeting last week in Salt Lake City. The **Public Sector Leadership in Economic Development Award** was presented posthumously to the late **Deedee Corradini**, who served as mayor of Salt Lake City from 1992-2000. The **Private Sector Leadership in Economic Development Award** was presented to **Lew Cramer**, founding president and chief executive officer of World Trade Center Utah from 2006-13 and currently president and CEO of Coldwell Banker Commercial Advisors.

• Eight women were presented **Women Tech Awards** last week by the **Women Tech Council (WTC)**. Recipients were recognized as women who are driving innovation, leading technology companies and contributing to the technology economy. Honorees are: **Student Development, Jessica Harris**, Utah Valley University; **Rising Star, Vicky Thomas**, Lucid Software; **Customer Excellence, Denise Leleux**, eBay; **Technology Trailblazer, Mary Ann White**, Orbital ATK; **Innovator, Stormy Simon**, Overstock.com; **Technology Leadership, Catherine Wong**, Domo; **Leadership Excellence, Jill Layfield**, Backcountry; and **Impact Award, Amanda Hudson**, Western Governors

University.

• **Retail**

• **At Home** has opened its new store at 1165 S. University Ave., Provo. The 88,000-square-foot store will employ 25 people. It is the second store in Utah for the big-box retailer of home décor products. The company operates more than 90 stores in 26 states.

• **Services**

• **Knod**, Salt Lake City, has hired **David Tietjen** as director of talent engagement. Tietjen will work to engage employers and educational institutions in order to secure strategic partners in the technology, talent development and cause-based spaces. He also will be in charge of developing a pool of candidates to become highly sought-after talent on the job market. Tietjen previously was vice president of business development at Alpine Technical Services, and also served as president of Argosy University, vice president at ViaWest and Merit Medical Systems, and held marketing positions with MarketStar and Northrop Grumman.

RETAIL

• **Services**

• **Knod**, Salt Lake City, has hired **David Tietjen** as director of talent engagement. Tietjen will work to engage employers and educational institutions in order to secure strategic partners in the technology, talent development and cause-based spaces. He also will be in charge of developing a pool of candidates to become highly sought-after talent on the job market. Tietjen previously was vice president of business development at Alpine Technical Services, and also served as president of Argosy University, vice president at ViaWest and Merit Medical Systems, and held marketing positions with MarketStar and Northrop Grumman.

SERVICES

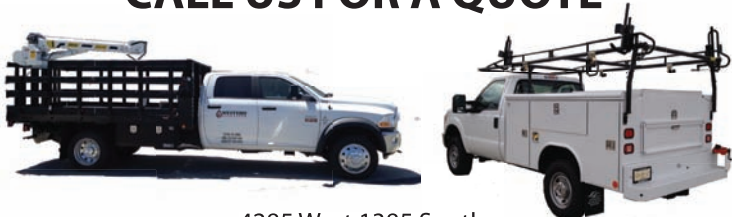
• **Knod**, Salt Lake City, has hired **David Tietjen** as director of talent engagement. Tietjen will work to engage employers and educational institutions in order to secure strategic partners in the technology, talent development and cause-based spaces. He also will be in charge of developing a pool of candidates to become highly sought-after talent on the job market. Tietjen previously was vice president of business development at Alpine Technical Services, and also served as president of Argosy University, vice president at ViaWest and Merit Medical Systems, and held marketing positions with MarketStar and Northrop Grumman.



For all your truck equipment needs
If it goes on a truck we probably do it!

Service bodies, flatbeds, dumps, plows
Tool boxes, cranes, van interiors & much more.

CALL US FOR A QUOTE



4285 West 1385 South
Salt Lake City, Utah 84104
1-800-442-6687
www.semiservice.com

Small Business in Utah

Cybersecurity and privacy aren't things to take care of 'when they happen'

Any business contemplating navigating the world of “cybersecurity” can find that it is easily overwhelmed by the potential scope of efforts to properly secure its data. However, businesses can no longer afford to ignore important data security principles. Not only is data security mandated by law, but it also makes good business sense. Here are a few basic principles that all businesses should understand:

1. Businesses cannot wait for a breach to “figure it out.” Many businesses fail to prepare for a data breach, opting instead to wait until they are forced to incur the costs. This “strategy” places a business at substantial risk. A company that experiences a data breach must be ready to immediately deploy numerous stakeholders to perform simultaneous tasks, and do so under tight deadlines. Some notification statutes require notification on very short deadlines. A company simply cannot both create and ex-

ecute a data breach response plan in the midst of a crisis. For this reason, it is essential that every business have an information security policy that is tailored to the organization’s needs and resources. Most importantly, the policy must reflect an understanding of the company’s culture, structure and financial resources to ensure that the policy is not only in place, but that it is enforced. And, the policy should contain a clear incident response plan that provides step-by-step guidance in the event of a breach.

2. Cybersecurity is for everyone, not just “big” companies. While many large entities have made headlines because they experienced data breaches, in reality, small and mid-size companies are also at risk. In fact, small businesses sometimes have more to lose than large companies that may be better able to financially survive a data breach. One study estimated that 71 percent of security breach-

es target small businesses, which is stunning given that another report shows that nearly 60 percent of small businesses will close within six months of a cyberattack. Data security applies to everyone, and all entities are at risk. As larger businesses build up stronger data security defenses, small and medium businesses are natural targets.

3. Cybersecurity is not just an IT problem. Given the technical complexities of cybersecurity, it is tempting to relegate data security to the IT department. However, while IT professionals are a critical component of a data security program, it is not their responsibility alone. An effective data security plan requires cooperation at all levels of an organization, and in the event of a breach, there are many moving parts that cannot be fully addressed by the IT department, such as managing legal disclosure requirements and public relations issues. For this reason, it is important to have a team in place that addresses policies, procedures, funding, training, insurance, data recovery and disaster/data breach response.

4. Internal security breaches pose a significant threat. While it

is important to protect against outside “hacker” attacks, it is equally important to look at security within an organization. For example, weak passwords, use of external thumb drives that may contain viruses, disgruntled employees and even the loss of a laptop all pose a very real threat to an organization’s data. Businesses should consider training employees on a regular basis regarding best practices to minimize an internal — and even inadvertent — security breach.

5. Data security does not only apply to electronic data. Although “cybersecurity” is a popular catchphrase, it is more accurate to refer to “data security” because it better describes what businesses should strive to achieve. To be sure, much data is stored electronically, but businesses cannot ignore their obligation to secure hard copy documents. Sensitive information can easily be left on a copy machine or in unlocked files, and once hard copies are compromised, it is much more difficult to track the offender. Businesses should review security procedures and make sure that hard copy documents with personally identifiable or other sensitive information are adequately secured

and that only necessary employees have access to those files.

Every company needs a data security plan. Regardless of a company’s size or budget, a data security plan begins with a rigorous assessment of what personal information the company has in its files and on its computers — and how that information comes into and later leaves the business. Decisions have to be made about what data a business collects and keeps (and it is wise to keep only what is necessary), for what period of time and how to properly dispose of that data. These decisions guide the creation of a business plan to respond to a data breach.

Good cybersecurity and privacy hygiene is critical, but does not have to be an onerous or unduly expensive undertaking. A review of a company’s critical assets and privacy policies and practices, and the use of appropriate legal, insurance and technical outside resources can help small businesses efficiently and effectively protect their data and their reputation.

John Adams and Elaina Maragakis lead Ray Quinney & Nebeker P.C.’s Cybersecurity and Privacy practice.



JOHN ADAMS



ELAINA MARAGAKIS

RAY QUINNEY & NEBEKER



ARE YOUR EFFORTS COORDINATED FOR SUCCESS? Buoyancy in today’s competitive global business market can make the difference between sinking or swimming. You need a law firm with the wisdom and expertise to safely navigate your vessel, so it can effectively carry you where you want to go. With a diverse and talented team of lawyers, Ray Quinney & Nebeker is the law firm of choice for Utah business leaders. Trust us to plot a protected course to ensure your business stays afloat.

WHERE EXCELLENCE IS TRADITION



www.RQN.com

36 SOUTH STATE STREET, SUITE 1400 SALT LAKE CITY, UTAH 84111 801 532-1500
86 NORTH UNIVERSITY AVENUE, SUITE 430 PROVO, UTAH 84601 801 342-2400

Calendar

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

Sept. 29-30

“2015 USTAR Confluence: Where Innovative Ideas Seed, Grow and Thrive,” a Utah Science Technology and Research (USTAR) event. Keynote speaker is Lawrence “Murf” Murphy, chief of global design at GE Healthcare. Location is the James L. Sorenson Molecular Biotechnology Building, 36 S. Wasatch Drive, Salt Lake City. Registration can be completed at ustar.org. Details are at www.innovationutah.com/confluence2015/ or ustar.org.

Sept. 29-Oct. 1

InContact Users’ Conference titled “ICUC 2015 Legendary Journeys Ahead.” Event features customers, prospects and partners with access to more than 72 breakout workshops and sessions, a day of technical training and a user experience lab. Keynote speaker is Chip Bell, author and consultant, discussing “Innovation Service.” Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Details are at <http://www.event.com/events/icuc-2015/event-summary-42a501cb47044f909da0d-d3cbfe0cd8e.aspx>.

Sept. 29-30

2015 MPO Summit, focused on medtech manufacturing. Location is Stein Eriksen Lodge, 7700 Stein Way, Park City. Cost is \$495; \$49 for academia/student. Details are at <http://mposummit.com/>.

Sept. 29-Oct. 1

PERS Summit 2015, a Personal Emergency Response System industry event hosted by AvantGuard Monitoring Centers. Open to all independent PERS dealers. Keynote speaker is former BYU and NFL quarterback Steve Young. Location is Chateaux Deer Valley Resort, Park City. Details are at www.perssummit.com.

Sept. 29, 8 a.m.-2 p.m.

Women Empowered Conference. Location is Weber State University’s Shepherd Union Building, 2910 W. Campus Drive, Ogden. Cost is \$55 for military attendees, \$55 for Women in Business (WIB) members, \$65 for non-WIB attendees, \$25 for students; \$25 for luncheon only. Details are at ogdenweberchamber.com.

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

SCORE Small Business Day.

Activities include a small-business resource expo; a Utah franchising expo; speed mentoring; and discussions about social media marketing, selling to the government, exporting, crowdfunding and the lean business model canvas. Location is Salt Lake Community College, Miller Campus, Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Free. Registration for free SCORE Awards luncheon (11:45 a.m.-1:30 p.m.) is required; registration for other events is requested but walk-ins are also welcome. Registration can be completed at Eventbrite.com.

Sept. 30, 8-10 a.m.

“Writing Effective Job Descriptions,” an Employers Council (EC) event. Location is 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at ecutah.org.

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

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

Sept. 30, 8:30-11 a.m.

Business Mastermind Group, a Murray Area Chamber of Commerce event, featuring entrepreneurs sharing tips. Location is Mimi’s, 5223 S. State St., Murray. Cost is \$35 prepaid. Details are at murraychamber.org.

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

UTC Lunch & Learn, a Utah Technology Council networking event for UTC members only. Location is FamilySearch.org, Canyon Park Technology Center, Building J Auditorium, 555 Timpanogos Parkway, Orem. Details are at utahtech.org.

Sept. 30, 3:45-5 p.m.

SBIR-STTR Panel Discussion, with the theme “Strengthen Your Funding Strategy with SBIR-STTR Grants.” Presented by the USTAR SBIR-STTR Assistance Center. Local successful entre-

preneurs will discuss and share their experiences and expertise on funding a company and the role played by SBIR-STTR (Small Business Innovation Research and Small Business Technology Transfer) funding. Panelists include Clark Turner, founder of Turner Innovations and Aribex Inc.; Nicole Toomey-Davis, president and chief executive officer of Enclavix LLC; Brad Bertoch, president of the Wayne Brown Institute; Stacy Bamberg, CEO of Veristride Inc.; and Mary Cardon (moderator), director of the SBIR-STTR Assistance Center. Location is the University of Utah’s Sorenson Molecular Biotechnology Building, 36 S. Wasatch Drive, Salt Lake City. Free. Details are at utahtech.org.

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

Fifth Annual EVENT (Entrepreneur & Venture Ecosystem Networking nighT), an entrepreneurial networking event hosted by the Rollins Center for Entrepreneurship & Technology at Brigham Young University. Open to all but targeted to student entrepreneurs community entrepreneurs, and investors. Location is the BYU Hinckley Alumni & Visitors Center, 400 E. 1230 N., Provo. Free. Registration can be completed at Eventbrite.com.

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

Lunch & Learn, a Murray Area Chamber of Commerce event. Speaker is Utah Attorney General Sean Reyes. Location is Brio Tuscan Grille, 6173 State St., Murray. Cost is \$14 for chamber members, \$20 for nonmembers. Details are at murraychamber.org.

Oct. 1, noon-1:30 p.m.

DevMountain Meet & Hire Lunch, a DevMountain technology hub event designed for employers seeking developer talent. Location is DevMountain SLC, 341 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 1, 5:30-8 p.m.

Clean Energy Networking Event, presented by Utah Clean Energy. Location is Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Cost is \$40 for nonmembers. Details are at (801) 363-4046 or info@utahcleanenergy.org.

Oct. 1, 6:30-8 p.m.

“Facebook/Twitter,” a workshop that is part of a Social Media Boot Camp series presented by Cottonwood Heights. Asenath Horton, founder of The City Launch, will explain the different ways to use Facebook and Twitter to market a business. Location is

Cottonwood Heights City Hall, first floor training room, 1265 E. Fort Union Blvd., Cottonwood Heights. Free. Registration can be completed by contacting Peri Kinder at pkinder@ch.utah.gov or (801) 944-7067.

Oct. 2, 7:30 a.m.-2:15 p.m.

Women in Business Retreat, a Sandy Area Chamber of Commerce event. Event features speakers and breakout sessions. Speakers include Chad Hymas, president of Chad Hymas Communications Inc. and a wheelchair athlete; Lynda Jeppesen, senior vice president of human resources for the Larry H. Miller Group of Companies; Cydni Tetro, chief executive officer and founder of 3DplusMe and cofounder and president of the Women Tech Council; and Vikki Carrel, president of Vikki Carrel and Company. Location is Snowbird Ski and Summer Resort’s Cliff Lodge, 9385 S. Snowbird Center Drive, Snowbird. Cost is \$89. Details are at sandychamber.com.

Oct. 2, 8:30-10 a.m.

UTC PR Event titled “Why Counting Clips is Not Enough: How to Really Measure PR,” a Utah Technology Council (UTC) event. Speakers Carrie Gaykowski, Intrepid’s chief strategist, and Abigail Shaha, Intrepid’s communications executive, will show how to get results with key audiences. Location to be announced. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org.

Oct. 5, 8:30 a.m.-3:30 p.m.

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

Oct. 6-7

Bank of Utah Annual Fall Author Event, featuring Lt. Col. Robert Darling, author of *24 Hours Inside the President’s Bunker*. Darling will present his account of what happened

inside the White House on 9/11 as a hijacked plane headed for Washington, D.C. Activities are scheduled for Oct. 6, 7:30-9 a.m., at Hub 801, 3525 Riverdale Road, Ogden, and noon-1:30 p.m. at Riverwoods Conference Center, 615 Riverwoods Parkway, Logan; and Oct. 7, 7:30-9 a.m., at Grand America Hotel, 555 S. Main St., Salt Lake City. Free and open to business leaders. Pre-registration is required and can be completed by calling (801) 409-5172 by Oct. 2. Details are at www.bankofutah.com.

Oct. 6, 11:30 a.m.-1 p.m.

Business Alliance Networking Lunch, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

Oct. 6, 4-6 p.m.

“Secrets to Financing Your Business,” presented by the Wayne Brown Institute and Zions Bank. Location is the Zions Bank Business Resource Center, 120 S. Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 7-9

Fourth Annual Women of the Mountains Conference, co-organized by Utah Valley University and the International University of Kyrgyzstan (IUK) under the auspice of the Mountain Partnership. Event is designed to strengthen the involvement of North American mountain communities with the United Nations’ Mountain Partnership (MP). Among topics to be discussed are “Economic Issues of Women and Children” and “Leadership for Women.” Location is Utah Valley University, Orem. Details are at www.womenofthemountains.org/index.php/2015-utah.usa.

Oct. 7, 8 a.m.-4 p.m.

“Framing Organization Messages in Social Media,” a Salt Lake Community College (SLCC) course. Presenter Danielle Cadswell, an instructor with Westminster College’s Master of Strategic Communication (MSC) program, will cover concepts related to branding, target audience analysis and the social media landscape. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$300 (\$150 for qualified companies and individuals). Registration can be completed by contacting Shannon Strickland at (801) 957-5293 or shannon.strickland@slcc.edu.

CALENDAR

from page 9

Oct. 7, 8:30-10 a.m.

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

Oct. 7, 11 a.m.-2 p.m.

Best of the West Business Expo, a multichamber event. Location is Viridian Event Center, 8030 S. 1825 W., West Jordan. Booth cost is \$50. Details are at westjordanchamber.com.

Oct. 7, 6 p.m.

Titan Awards, a Sandy Area Chamber of Commerce event. Recipients are Dieter F. Uchtdorf, second counselor in the First Presidency for the Church of

Jesus Christ of Latter-day Saints; Pat Richards, president and chief executive officer of SelectHealth; and Larry Krystkowiak, head basketball coach at the University of Utah. Activities begin with a 6 p.m. reception, followed by a 7 p.m. program and banquet. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$1,500 for a table of eight (\$1,250 for chamber members). Details are at (801) 566-0344.

Oct. 8, 8:30-10 a.m.

UTC Silicon Valley Bank Clinic titled “Valuation Trends in an Evolving Market,” a Utah Technology Council (UTC) event. Presenters Steve Liu, managing director, and Patrick Harrington, analytics valuations senior associate, will present an overview on valuing a company, cap table and VC financing concepts, and trends in private company valuations. Location is Holodeck by DeskHub, 175 W. 200 S., Suite

100, Garden Level, Salt Lake City. Free for UTC members, \$45 for nonmembers. Details are at utahtech.org.

Oct. 8, 11:30 a.m.-1 p.m.

“Witches, Werewolves and Women in Business,” a Davis Chamber of Commerce event. Location is Lagoon, 375 Lagoon Drive, Farmington. Cost is \$15 online, \$20 at the door. Details are at davischamberofcommerce.com.

Oct. 8, 11:30 a.m.-1:30 p.m.

2015 Real Estate Legislative Town Hall, a Building Owners & Managers Association (BOMA) Utah event featuring a panel of Utah legislators discussing and taking questions about industry-related subjects. Location is Marriott Salt Lake City Center, 220 S. State St., Salt Lake City. Free for BOMA members, \$35 for member guests, \$45 for nonmembers and guests. Details are at www.BOMAUtah.org.

Oct. 8, 5-6 p.m.

“Tech Talk,” a DevMountain technology hub workshop focusing on social media. Presenter Scott Sorensen, president of Post Primer, will present an overview of social media platforms, current social media trends and their implications, and how to build a social media strategy mapping plan customized for your industry. Location is the Apple Store, City Creek Center, 50 Main St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

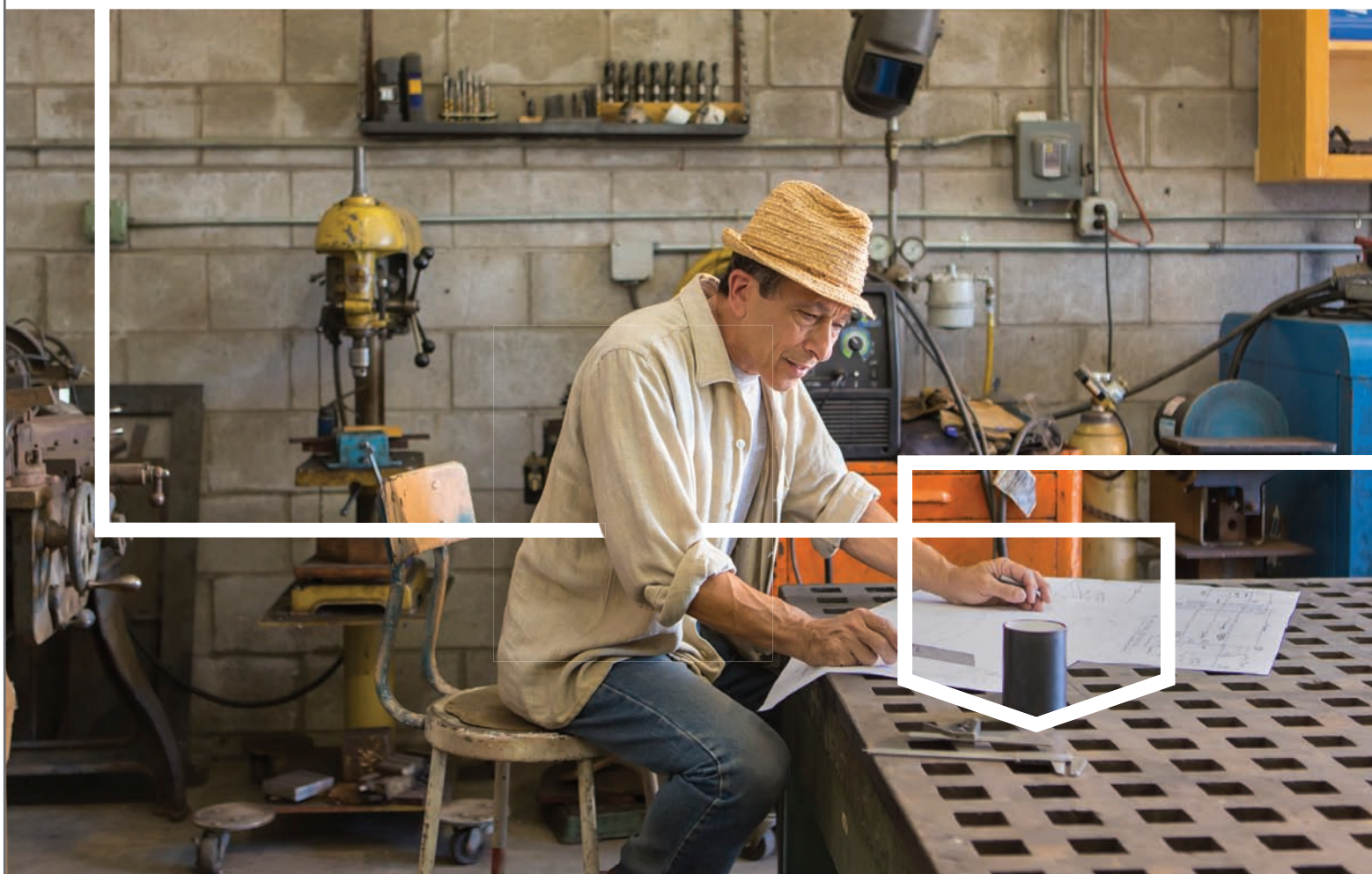
Oct. 12, 8 a.m.-noon

Utah Solutions Summit 2015, with the theme “Utah Works: America’s Idea Factory for the 21st Century.” Discussion will focus on ideas that have made Utah an “extraordinary place to live, work and play” and how the “Utah Model” can be leveraged as the idea factory that creates a better future for America. Location is Energy Solutions Arena, 301 W. South Temple, Salt Lake City. Cost is \$25. Sponsorships are available. Details are at slchamber.com.

Oct. 13, 7:30-9:30 a.m.

Intellectual Property Breakfast Seminar. Speaker Erik Ericksen will discuss patents and trade secrets. Location is the Miller Corporate Partnership Center (MCPC), Room 333, Larry H. Miller Campus, Salt Lake Community College, 9750 S. 300 W., Sandy. Free. Registration can be completed at <http://www.utahsbdc.org/center/salt-lake-city/eventtrainings> or www.spedregistration.com.

Whether on a napkin, in a garage or in a fully operational space, we can help your business get to the next level.



At U.S. Bank, we offer customized solutions to help your business with acquiring additional equipment, financing a new vehicle or managing cash flow. Contact your local business banker today, and let’s take your business to the next level.

Quick Loan rates as low as

3.49%
APR*

usbank

JOE EYRE, BUSINESS BANKING, 801.386.0047

usbank.com/business connect



EQUAL HOUSING
LENDER

*The 3.49% rate applies to new or used equipment and vehicle loans up to 80% LTV and terms up to 36 months for credit qualified applicants. Disclosed rate reflects 0.50% discount based on automatic monthly payments from a U.S. Bank Business Checking account. Standard fees apply. Advertised rate is as of 6/15/15 and is subject to change without notice based on market conditions. Credit products are subject to normal credit approval and program guidelines. Some restrictions and fees may apply. See your banker for details. Deposit products offered by U.S. Bank National Association. Member FDIC. 150850 8/15

see **CALENDAR** page 16

End of Summer Specials!

Have you scheduled your Team Outing or Client Event?

Crater Springs Golf Course at Homestead Resort is offering golf and lunch for 20 or more golfers for **just \$59!**

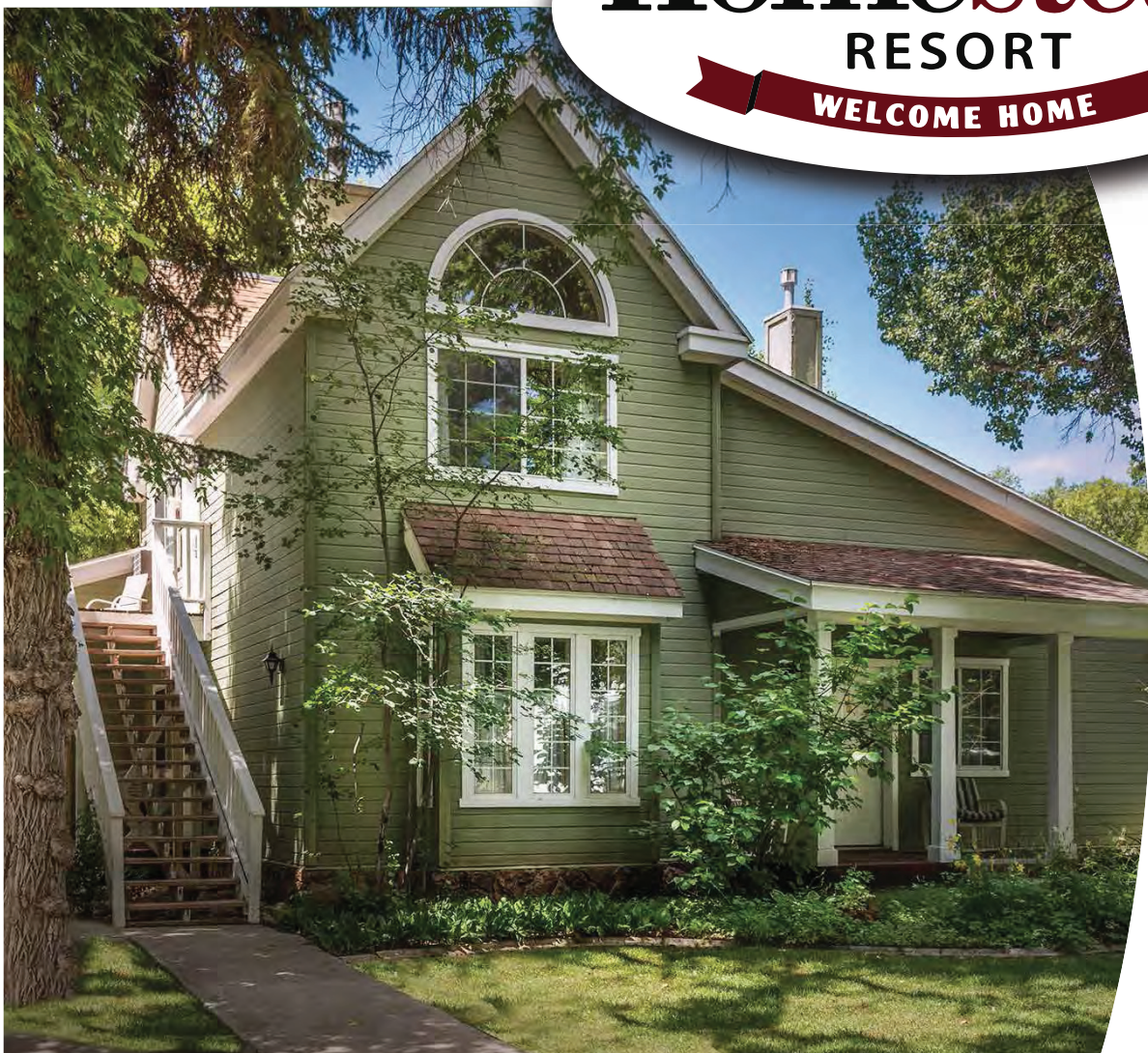
Add on 10 or more room nights to make it a true getaway for **just \$89/night!**

Subject to availability and change certain restrictions may apply.

homesteadresort.com or **435-654-1102**
Use PROMO code: **ENTERPRISE**



Homestead
RESORT
WELCOME HOME



Make some memories with your friends and family this Fall

Special Room Rates

For Enterprise Readers Only
Now thru 10/31

Book a Cottage Guestroom or a Suite midweek for just \$89 (normally \$149 and up.)

homesteadresort.com or **435-654-1102**
Use PROMO code: **ENTERPRISE**

Use PROMO code: **ENTERPRISE** to book online /call our reservations team and mention 'Enterprise'
homesteadresort.com or **435-654-1102**

Opinion

Pope Francis is certainly not the first left-leaning Catholic

Pope Francis has created political controversy, both inside and outside the Catholic Church, by blaming capitalism for many of the problems of the poor. It didn't seem to change during his visit to the United States.

Pope Francis is part of a larger trend of the rise of the political left among Catholic intellectuals. He is, in a sense, the culmination of that trend.

There has long been a political left among Catholics, as among other Americans. Often they were part of the pragmatic left, as in the many old Irish-run, big city political machines that dispensed benefits to the poor in exchange for their votes, as somewhat romantically depicted in the movie classic "The Last Hurrah."

But there has also been a more ideological left. Where the Communists had their official newspaper, *The Daily Worker*, there was also *The Catholic Worker*, published by Dorothy Day.

A landmark in the evolution of the ideological left among Catholics was a publication in the 1980s, by the National Conference of Catholic Bishops, titled "Pastoral Letter on Catholic Social Teaching

and the U.S. Economy."

Although this publication was said to be based on Catholic teachings, one of its principal contributors, Archbishop Rembert Weakland, said: "I think we should be up front and say that really we took this from the Enlightenment era."



THOMAS SOWELL

The specifics of the Bishops' letter reflect far more of the secular Enlightenment of the 18th century than of Catholic traditions. Weakland admitted that such an Enlightenment figure as Thomas Paine "is now coming back through a strange channel."

Strange indeed. Paine rejected the teachings of "any church that I know of," including "the Roman church." He said, "My own mind is my own church." Nor was Paine unusual among the leading figures of the 18th century Enlightenment.

To base social or moral principles on the philosophy of the 18th century Enlightenment, and then call the result "Catholic teachings," suggests something like bait-and-switch advertising.

But, putting aside religious or philosophical questions, we have more than two centuries of historical evidence of what has

actually happened as the ideas of people like those Enlightenment figures were put into practice in the real world — beginning with the French Revolution and its disastrous aftermath.

Both the authors of the Bishops' Pastoral Letter in the 1980s, and Pope Francis today, blithely throw around the phrase "the poor," and blame poverty on what other people are doing or not doing to or for "the poor."

Any serious look at the history of human beings over the millennia shows that the species began in poverty. It is not poverty, but prosperity, that needs explaining. Poverty is automatic, but prosperity requires many things — none of which is equally distributed around the world or even within a given society.

Geographic settings are radically different, both among nations and within nations. So are demographic differences, with some nations and groups having a median age over 40 and others having a median age under 20. This means that some groups have several times as much adult work experience as others. Cultures are also radically different in many ways.

As distinguished economic historian David S. Landes put it, "The world has never been a level playing field." But which

has a better track record of helping the less fortunate — fighting for a bigger slice of the economic pie, or producing a bigger pie?

In 1900, only 3 percent of American homes had electric lights but more than 99 percent had them before the end of the century. Infant mortality rates were 165 per thousand in 1900 and seven per thousand by 1997. By 2001, most Americans living below the official poverty line had central air conditioning, a motor vehicle, cable television with multiple TV sets and other amenities.

A scholar specializing in the study of Latin America said that the official poverty level in the United States is the upper middle class in Mexico. The much criticized market economy of the United States has done far more for the poor than the ideology of the left.

Pope Francis' own native Argentina was once among the leading economies of the world, before it was ruined by the kind of ideological notions he is now promoting around the world.

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

COPYRIGHT 2015 CREATORS.COM

Trump is selling his own success - and selling America short

Donald Trump's presidential bid is centered on the promise of his personal talents. He says he's the "most successful person ever to run for the presidency, by far." (George Washington and Dwight Eisenhower, sit down!) But if there is an idea animating his candidacy, it is that America is being badly beaten by its economic competitors. In his speech on foreign policy recently, Trump explained that America is being bested by countries like China, Japan and Mexico because their leaders are "smarter, more cunning and sharper than our leaders." "They're killing us," he often says.



FAREED ZAKARIA

This is an odd moment to make these charges because the reality is almost entirely the opposite. The United States is more dominant on the global economic landscape than at any point since the heyday of Bill Clinton's presidency — perhaps even more so.

Last quarter, the U.S. economy grew at a 3.7 percent clip. Annual growth now is almost twice that of Europe and four times that of Japan. Unemployment is at 5.1 percent, the lowest in seven years. The deficit as a percentage of GDP (2.8 percent in 2014) is at its lowest since 2007.

"The U.S. has come out of the 2008 crisis better than all the others," says Ruchir Sharma, head of global macro investing at Morgan Stanley. "Americans have reduced their debt burden more than the Europeans, while China's debt has skyrocketed to

extremely dangerous levels. If you look outside of China, U.S. growth is actually faster even than the emerging markets. Since the 2008 crisis, U.S. equity markets have outperformed all others — in fact nine out of the 10 most valuable companies in the world are now American. The dollar is the currency of choice. Global growth is not what it used to be, but in a bad neighborhood, the U.S. has the best house by far." Sharma points out that for the last four years, America's share of global GDP has increased while Europe's and Japan's have moved down.

When I was in Europe recently, businessmen there were concerned with what they saw as a new level of American dominance in everything from technology to entertainment to finance. Consider America's big banks. They were at the epicenter of the financial crisis and were badly battered by it. Since then, bankers have complained that they've faced uncertainty about government policies, overzealous regulators trying to compensate for their laxness before the crisis, and the unwieldy burdens of the Dodd-Frank law.

Well, America's banks today are more dominant than ever. The *Wall Street Journal* notes that in the past five years, JPMorgan Chase, Bank of America, Citigroup, Goldman Sachs and Morgan Stanley have increased in value by \$254.6 billion. In the same period, their European competitors, Barclays — Credit Suisse, Deutsche Bank,

UBS and Royal Bank of Scotland — added just \$9.5 billion. In July, Barclays chairman John McFarlane was asked if America's banks were eating European lenders' lunch. He replied, "They are doing a good job of it." He added that the U.S. banks "are the only ones that really claim to be global and successful."

To compare America's performance and leadership to Mexico's, Japan's and China's is particularly ill-timed. Trump might be stuck in a 1980s time warp on Japan. When his *The Art of the Deal* was published in 1987, Americans were envi-

ous of Japan's brilliant leaders, who were said to be outsmarting the U.S. at every turn. Since then, Japan has become the poster child for economic stagnation and political paralysis. Prime Minister Shinzo Abe has been unwilling or unable to get his promised reforms enacted, and the country's economy continues to shrink.

Mexico is watching its growth collapse. While its president, Enrique Pena Nieto, is a courageous and intelligent

see ZAKARIA next page



Recent ups & downs are reminiscent of past Wall Street swings

Fall might be anything but calm on Wall Street. Volatility is back, in a big way: the CBOE VIX (Chicago Board Options Exchange Volatility Index) has risen more than 105 percent since the end of July. Additionally, 11 of the 15 trading days ending Sept. 9 were “all or nothing” days in which more than 80 percent of the S&P 500 moved either higher or lower. In the last 25 years, the index has not had a 15-day period like this.

Contrast that with the first 159 trading days of 2015, in which just 13 such days occurred, according to Bespoke Investment Group research. In fact, during the first half of 2015 the Dow Jones Industrial Average was never more than 3.5 percent up or down YTD, on pace for the most placid year in its history.

Writing in *The Financial Times*, the noted economist and portfolio manager Mohamed El-Erian recently identified a few factors driving these market swings — factors that may not subside anytime soon. Fundamentally, he cited the “spreading economic slowdown” in China and other emerging markets “eroding a fundamental underpinning of high and stable asset prices” — and bursting some asset bubbles in the process.

Markets can be roiled with the emergence of “major global challenges away

from the direct reach of the U.S. Federal Reserve and the ECB,” he added, as too many [institutional] investors look to central bank activity for either direction or reassurance. Lastly, investors worldwide are wondering if the Fed will raise short-term interest rates soon.

So, this turbulence may persist for several more weeks or months. How does an investor cope with it? It helps to put all of this recent volatility into perspective.



MARK LUND

Remember that historically, the ups of the market have outweighed the downs. If your time horizon is relatively long, this particular fact may provide encouragement: As Ibbotson notes, since 1926 there has never been a 20-year stretch in which a diversified portfolio invested in large U.S. firms has had a negative, inflation-adjusted, total return. From 1926-2014, such a model portfolio (with dividends encompassing roughly 40 percent of the total return) yielded approximately 10 percent a year on average.

These recent ups and downs compare to others. On Aug. 24, the S&P 500 lost 3.2 percent and was down more than 4 percent during the course of the day. That was quite troubling, but not quite extraordinary: It was the 55th day since 1983 in which the broad benchmark had dropped 3.5 percent or more in a trading session.

How has the S&P recovered from days like these? Historically speaking, it has recovered more often than not. Looking at the 12-month periods after the preceding 54 such trading days, there were 45 year-over-year advances and nine year-over-year retreats. How far did the S&P fall, on average, during those 12-month retreats? The answer is 7.7 percent. How high did it rise, on average, during those 45 annualized ascents? A remarkable 27.6 percent. So, while history tells us nothing of tomorrow, it does seem that the S&P has recovered amazingly well from the bulk of its major one-day drops in the last 32 years.

After a long, steady ascent, it is easy to become lulled into thinking that the market only goes up. We all know differently, but even so it can be a rude awakening when the major indices roller-coaster or plunge. Even so, we should be patient rather than let emotion take over. As the late Paul Harvey said, “In times like these, it helps to recall that there have always been times like these.”

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

ZAKARIA

from previous page

leader who has made some very bold decisions, he has also made some significant missteps. Most important, the country was ill-prepared for plunging oil prices that have battered government revenues and growth.

China has had three decades of supercharged growth and competent government policy. But in the last few years, Beijing went on a borrowing binge, running up its total debt to levels that are unprecedented, according to Sharma. And in the last two months it has made mis-

takes in managing both its equity markets and currency — mistakes that have cost \$400 billion, *The Financial Times* reports.

Of course, America has problems that are worrying, like wage stagnation and low labor-force participation. But the important comparison is not to some ideal fantasy of what America might be but to other countries in the real world. And the facts show, Mr. Trump, we're killing them.

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

(c) 2015, Washington Post Writers Group

“If someday they say of me that in my work I have contributed something to the welfare and happiness of my fellow man, I shall be satisfied.”

~George Westinghouse

To pioneers and builders whose work has reached far into the future, to improve modern life.

Wasatch Electric
An EMCOR Company

2455 West 1500 South, Suite A | Salt Lake City, UT 84104
T: (801) 487-4511 | F: (801) 487-5032
www.wasatchelectric.com

So amazing, you could charge admission.



RESIDENTIAL SERVICES INCLUDE:

- Home Theatre Packages
- Multi-Room Music
- Home Automation
- Home Surveillance
- Satellite Services
- Free Estimates

CALL TODAY **801-979-0674** | myeliteav.com



Time is on your side, as long as you understand how to use it

“Time is money.”

You’ve heard that expression a thousand times or more. And as many times as you’ve heard it, you have universally ignored it.

Every year I get hundreds of requests for a course in “time management.” And every year I give my answer: “Why are you asking ME what to do with YOUR time? Don’t you KNOW what to do?”

Is it time management or wasted time?

Is it time management or procrastination?

Is it time management or lack of productivity?

Is it time management or lack of achievement?

Is it time management or poor time choices?

You tell me. I’m concentrating on my time challenges, not yours.

I am writing a book on the subject of time management (soon to be titled). You already know what to do; you’re just not doing it.

I love the expressions that have been created over the years:

- Just in time.

- Save time.
- No time like the present.
- There was a time when....
- Time commitment.
- Time management.
- Time bomb.



JEFFREY GITOMER

And a ton of other irrelevant jargon.

So if time is money, as suggested earlier, what are you doing with yours? Are you spending it or investing it? And how are your time investments working for you?

Are you frustrated because “there are not enough hours in the day?” I am. Groucho Marx had it right. He wanted a 36-hour day. That way you could work 24 hours and still get a good night’s sleep.

Spending time or investing time is a CHOICE. Here are some examples of choices. See which ones apply to you:

- Spend time watching TV OR invest time reading a book.
- Spend time drinking in a bar OR invest time writing or preparing for a sales call.
- Spend time playing a video game OR invest time learning social selling.

• Spend time watching a movie OR invest time talking to your kids. Investing time with your family pays the best dividend: love.

Is it time management? No, it’s actually time allocation. It’s how you choose to use your time RIGHT NOW. How are you spending or investing your 16-18 hours a day?

New pressures placed in the immediacy of your time — and for many it’s hours, not minutes, a day. And these are time uses that have crept into the work fabric and are firmly planted in your life — and mine:

- Email. How many a day? Ten? 100? More?
- Texting. The instant communication mode. Instant and unavoidable.
- Smartphone. People — not you, of course — are addicted. They can’t sit down without looking at it and responding to it. You spend hours on your mobile device with text, search, email, apps, games and THEN you start talking.

“I don’t spend that much time on the phone.” Really? An hour and a half a day is 2,700 minutes a month — almost two full 24-hour

days a month. And most people spend MORE. I’m not saying it’s all bad time; I am saying it’s 90 hours — you measure its value.

And new time-pulls are creating re-allocation of your allotted time, the biggest being social media. Facebook, Twitter, LinkedIn, Instagram and YouTube demand business and personal attention — and more time allocation. It’s time you and I never had to allocate before. Add blogs, ezines, emails and websites and you have hundreds of new hours demanding — no, commanding — both attention and time. Your time. My time.

Wanna add your new allocation of time? Three hours a day (minimum for all the items above) is 15 hours a week if you only play five days. Doubtful. That’s 780 hours a year. My number would be closer to 1,000. How about you?

You’re probably 1,000 hours just on your smartphone.

Here’s the opportunity, or the rub, depending on how you look at it. In all this allocation or re-allocation of time, make certain you’re addressing the real goals of the time investment process. Here’s what you must be concen-

trating on achieving during these allocated hours:

- Making connections.
- Helping customers.
- Providing value.
- Service in an instant.
- Building relationships.
- Earning referrals.
- Building a social selling platform.
- Writing and blogging.
- Following up with hot accounts.
- And, oh yes, making sales.

Cold calling? You have no time to waste on hit or miss. Ninety-nine point nine percent miss. Referrals are 75 percent hit. Start there. LinkedIn is a professional connecting platform. Start there.

You might want to allocate some hours for reading, family, and travel. I do.

Want my best time allocation secret? Go to www.gitomer.com and enter ALLOCATION in the GitBit box.

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

© 2015 All Rights Reserved



Overland
group inc.

Affiliate Services: Brokerage | Construction | Development | Property Management

Looking for Winning Real Estate Investment Opportunities?

Unleash the Power of Your 401k - We'll Teach You How!

Contact Ken Holman at: 801-355-1111

kholman@overlandgroupinc.com



CALENDAR

from page 10

Oct. 13, 4-6 p.m.

Tech Tuesday & Info Fair 2015, a networking event of Technology & Venture Commercialization (TVC) at the University of Utah. Speaker Michael Eckhardt, managing director of the Chasm Institute, will discuss "Crossing the Chasm: How to Successfully Bring New Disruptive Innovations to Mainstream Users and Customers." Location is the University Guest House at the University of Utah, 110 S. Fort Douglas Blvd., Salt Lake City. Details are at <http://www.tvc.utah.edu/events/techtuesday.php>.

Oct. 13, 7-8 p.m.

Utah Bootcamps "Ask Me Anything" Panel featuring CEOs of three bootcamps: Brandon Hassler of Market Campus, John Richards of Startup Ignition, and Cahlan Sharp of DevMountain. Location is The Startup Building, 560 S. 100 W., Provo. Free. Registration can be completed at Eventbrite.com.

Oct. 14, 8 a.m.-5 p.m.

2015 Broadband Tech Summit, presented by the Utah Broadband Outreach Center and the Governor's Office of Economic Development (GOED). Keynote speakers are Val Hale, executive director of GOED, and Todd Westberg, regional information technology director for the United Parcel Service in Chicago. Location is the Utah Valley Convention Center, 220 W. Center St., Provo. Free. Registration can be completed at broadband.utah.gov/2015-broadband-tech-summit.

Oct. 14, 11:30 a.m.-1 p.m.

Connect 4 Lunch, a Sandy Area Chamber of Commerce event. Location is Texas Roadhouse, 200 10600 S., Sandy. Cost is \$16 for members, \$21 for guests. Details are at sandychamber.com.

Oct. 20, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker is pollster Dan Jones. Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

Oct. 20, 8 a.m.-2 p.m.

PTAC Symposium, presented by the Procurement Technical Assistance Center in the Governor's Office of Economic Development and designed to help in finding, bidding on and winning government contracts. Theme is "Looking Back, Looking Ahead: Celebrating 10 Years of Success." Speakers include Gov. Gary Herbert; Kevin Grimes, chief executive officer of CFO Leasing Inc.; and Steve Koprince, manag-

ing partner at Hoprinco Law LLC. Event also features four breakout sessions. Location is South Towne Exposition Center, 9575 S. State St., Sandy. Details are at Business.utah.gov/programs/ptac.

Oct. 20, 11:30 a.m.-1 p.m.

BWF Luncheon, a Salt Lake Chamber Business Women's Forum (BWF) event. Speaker Vikki Carrel, president of Vikki Carrel and Company, will discuss "Your Empowerment Toolkit." Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$25 for BWF members, \$35 for nonmembers. Details are at slchamber.com.

Oct. 20, 11:30 a.m.-1 p.m.

Business Alliance Networking Lunch, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. Details are at davischamberofcommerce.com.

Oct. 21, 8 a.m.-noon

"Get Your Handbook Ready for 2016: A Legal Perspective on Best Employee Handbook Practices," an Employers Council (EC) event. Location is the Employers Council, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130 for EC members, \$209 for nonmembers. Details are at ecutah.org.

Oct. 21, 8:30 a.m.-3:30 p.m.

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

Oct. 21, 3:30-5 p.m.

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

Oct. 21, 7-8 p.m.

"Trailblazers of Clean Energy" Series event featuring Vien Truong, Green for All. Other events in the series are Nov. 5, with Eric Corey Freed, organic architect. Location is the University of Utah's S.J. Quinney College of Law, 380

S. University St., Salt Lake City. Ticket information is available at utahcleanenergy.org.

Oct. 22-24

IREM Executive Edge, an education and networking conference for property managers. Keynote speaker Robert Stephens, founder of Geek Squad and former chief executive officer of Best Buy, will discuss upcoming technology trends and the importance of using technology and software to build the services a company needs to establish a unique brand and innovative culture. Location is the Grand America Hotel, 555 S. State St., Salt Lake City. Details are at <http://www.irem.org/events/irem-executive-edge>.

Oct. 22, 9 a.m.-4 p.m.

Interface, presented by F2F Events Inc. and is an educational conference for IT professionals focusing on the latest developments in information security, IT infrastructure and communications. Event includes a keynote speaker, 20 seminars, a lunch buffet, 40 vendor exhibitors and a reception. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Registration can be completed at <http://www.interfacetour.com/evites/slc/utc.htm>.

Oct. 22, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is GameWorks, 26 S. Rio Grande St., Salt Lake City. Cost is \$7 for early-bird members, \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

Oct. 22, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Intermountain AirStream, 2651 S. 600 W., Salt Lake City. Cost is \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

Oct. 23, 8:30 a.m.-1 p.m.

Business and Economic Training (BEST), a Davis Chamber of Commerce event. Location is WSU Davis Campus, 2750 University Park Blvd., Layton. Details are at davischamberofcommerce.com.

Oct. 27, 8 a.m.-5 p.m.

Utah Air & Energy Symposium, presented by the Governor's Office of Energy Development. Event will focus on updates and discussion regarding the nexus between energy and air. Speakers include Gov. Gary R. Herbert, Laura Nelson of the Utah Office of Energy Development, Alan Matheson of the Utah Department of Environmental Quality, and Scott Anderson of Zions Bank. Panel discussion topics are "Understanding the Clean Power Plan's Impact in

Utah," "Reducing Transportation Emissions through Diversification of Vehicles and Mode," "Preparing Utah for New Federal Ozone Standards" and "Recognizing Buildings' Increasing Importance to Local Air Quality." Location is Hilton Hotel, 255 S. West Temple, Salt Lake City. Cost is \$75. Details are at <http://utah-airenergy.com/>.

Oct. 27, 11:15 a.m.-1:15 p.m.

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

Oct. 28, 8:30-9:30 a.m.

"Know the Rules of the Game," a World Trade Center Utah "10 Tips Seminar." Event will feature information about laws, regulations and procedures for products or services in specific overseas markets. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 29, 8 a.m.-5 p.m.

"Project Management 101," a Salt Lake Community College (SLCC) course. Participants receive an overall understanding of project management through a focus on basic concepts, definitions, tools, strategies, processes and phases. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. The registration deadline is Oct. 8. Cost is \$300 (\$150 for qualified companies and individuals). Registration can be completed by contacting Debbie Patten at (801) 957-5244 or debra.patten@slcc.edu.

Nov. 2, 6-9 p.m.

UTC 2015 Hall of Fame Celebration, a Utah Technology Council (UTC) event. Honorees this year are U.S. Sen. Orrin G. Hatch, R-Utah; Gretchen W. McClain, former founding CEO of Xylem Inc. and NASA's chief director of the International Space Station; and Will West, CEO of SilverVue; former founder, CEO and chairman of Control4; cofounder of iBAHN; and cofounder and former CEO of PHAST Corp. Keynote speaker is Jeff Weiner, chief executive officer of LinkedIn. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are at utahtech.org/halloffame or (801) 568-3500.

Nov. 3, 8:30 a.m.-3:30 p.m.

ABC Contractor Continuing Education, presented by the Associated Builders and Contractors (ABC) Utah Chapter. Nov. 30 is the deadline for all contractor licenses to be renewed. The course fulfills both the core and professional requirements set by the state of Utah

and the Department of Licensing to renew. Location is Ogden BDO, 918 W. 2nd St., Building 10A, Room 125, Ogden. Course also is available Nov. 18 and Nov. 24 at the ABC office, 660 W. 900 N., Suite B, North Salt Lake. Cost is \$69 for members, \$99 for nonmembers. Registration is available at www.abcutah.org or emailing abc.utah@abcutah.org.

Nov. 4, 8:30-10 a.m.

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

Nov. 5, 7 a.m.-5 p.m.

2015 Accounting Conference, part of the Utah State University "Partners in Business" series. Theme is "Understanding Principles, Achieving Results." Presentations will include the latest information on tax laws, audit updates and financial statement reporting. Speakers include Jeff Thomson, president and chief executive officer of the Institute of Management Accountants, and Val Hale, executive director of the Governor's Office of Economic Development (GOED). Location is Utah State University's Eccles Conference Center, 5005 Old Main Hill, Logan. Basic registration is \$275. Details are at partners.usu.edu.

Nov. 5, 7:30 a.m.-4:30 p.m.

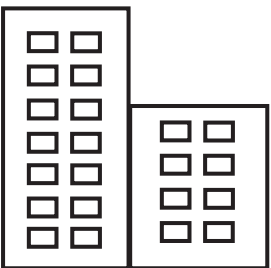
Utah Life Science Summit 2015, presented by BioUtah. Event features presentations, panel discussions and a BioUtah awards luncheon with Gov. Gary Herbert. Location is Hilton Hotel, 255 S. West Temple, Salt Lake City. Cost is \$225 for members registered by Sept. 30 and \$325 thereafter, \$275 for nonmembers by Sept. 30 and \$325 thereafter, \$850 for exhibitors. Details are at <http://www.bioutah.org/>.

Nov. 5, 7-8 p.m.

"Trailblazers of Clean Energy" Series event featuring Eric Corey Freed, organic architect. Location is the University of Utah's S.J. Quinney College of Law, 380 S. University St., Salt Lake City. Ticket information is available at utahcleanenergy.org.

Nov. 6, 8:45-11 a.m.

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



We provide property searches!

About us:

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



PropertyInfo. Services, llc

Joel V. Baumgart
President, CEO

801-518-3618
joelbaumgart@comcast.net

FOR LEASE



Office Space • 6100 S. Fashion Place Blvd • Murray
Up to 38,000 sq. ft. available. \$17 sq. ft.
Call Andy at (801) 706-7845



Office & Warehouse Space • 545 W. 700 S. • SLC
Up to 60,000 sq. ft. available. Rates as low as \$.32 sq. ft.
Call Andy at (801) 706-7845



CR CHAPMAN RICHARDS AND ASSOCIATES

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

Office Condo in Heart of Holladay
2160 E. 4500 S. #4

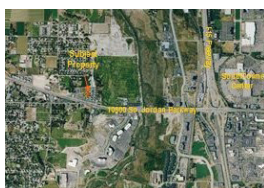


Lease Rate: \$13/Full Serv.
For Sale: \$199,900
- 1,326 Sqft, Remodeled
- Plenty of Parking
- Some Furniture & Cabinets Included
- Immediate Occupancy



GEORGE RICHARDS, CCIM 801-631-9963

Commercial Land For Sale
919 W. Baxter Dr (10600 S)



\$450,000

.73 Acres, Building Design Available—
Up To 10,800 Sqft

GEORGE RICHARDS, CCIM 801-631-9963

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



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

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

Choice Commercial Building Lot
7589-7597 S. Main Street-Midvale

For Sale: \$200,000



Flat Lot
.31 Acres
100'x125'
West Facing
Zoned Historic Commercial

Steve Bryant 801-598-0800

Wonderful Investment Opportunity!
Puffer Lake-21.2 Miles East Of Beaver On UT-153



For Sale: \$6,750,000

PRIME RECREATIONAL DEV.
589.38 Acres
Surrounded By Fishlake National Forest
Nestled In Tushar Mtns-Elevation 9,672 Ft
38 Minutes East Of Beaver City &
Adjacent To Eagle Point Ski Resort
Just Imagine Lodges, Homes, Golf Course,
Snowmobile & Skiing Possibilities
Water Rights
Call For More Details & Info



Kaye Lecheminant 801-580-0363

Commercial Building-Vehicle Related
520 West 1700



For Sale: \$549,900

Approx. 3,809 Sqft/.85 Acres
Spacious Shop & Warehouse
With Overhead Doors
Current Use: Auto Repair Shop
Great Location- Frontage On
Antelope Dr.
Plenty Of Parking

Kaye Lecheminant
801-580-0363

Rare Multi Family Land For Sale!
1000 W. Summit Ridge Pkwy-Santaquin



For Sale: \$6,500,000

Summit Ridge Is A Master Planned Community With
Single & Multi Family, Residential & Commercial.
20 Minutes South Of Provo, Right off Exit 2421
60.01 Acres



Stacey Farrer 801-815-2969

Commercial Retail-Great Location
815 East 3300 South-Salt Lake City



For Sale: \$300,000

Approx. 1,916 Sq Ft
Great Visibility
High Traffic Count
Off Street Parking
Perfect For CPA, Insurance,
Real Estate, Beauty/Spa,
Massage or Hair Salon

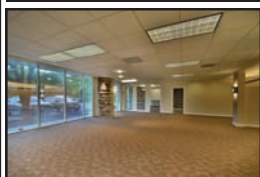


Ray Morrison 801-541-0323

Great Office Or Office/Retail Space
355 East 2100 South-Salt Lake City



For Lease: \$14.50/Sq Ft
Modified Gross
• 3,800 Sqft
• Completely Remodeled
• New Granite, Carpet & Paint
• Easy Free Parking
• Great Visibility
• Designer Lighting



Kym McClelland 801-573-2828

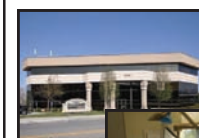
Luxury Office Suite-Realtor Building
2nd Floor Space
230 W. Town Ridge Pkwy (9670 S)

For Lease-\$14/NNN
•7,552 RSF/6,567 USF
•14 Offices
•2 Conference Rooms
•Reception
•Break Room



GEORGE RICHARDS, CCIM 801-631-9963

Dental Office Condo-5295 S. College Dr #203



For Lease-\$13.50/NNN
For Sale: \$450,000

•2,171 RSF
•2nd Floor Office
•1 Private Office
•5-6 Operation Rooms With
Lab
•Waiting Room & Reception

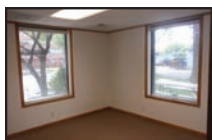
GEORGE RICHARDS, CCIM 801-631-9963

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



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

GEORGE RICHARDS, CCIM 801-631-9963

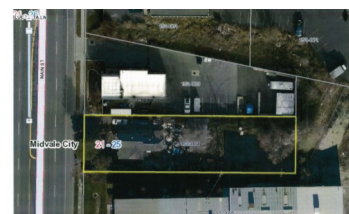


\$12.50/Full Service*
MAIN FLOOR SPACE
3,200 Sq. Ft

Multiple Offices, Reception Area &
Waiting Room
Newer Paint & Carpet
Updated Baths
Space Can Be Reconfigured
*Excludes Interior Janitorial

TERRY CONONELOS 801-205-7019

Prime Commercial or Light Industrial Land
7267 South 700 West-Midvale



For Sale: \$215,000
0.40 Acres
Flat Terrain
Excellent Traffic
exposure

Steve Bryant 801-598-0800



OFFICE PROPERTY FOR LEASE

Northgate Park

350 West 800 North, Salt Lake City



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



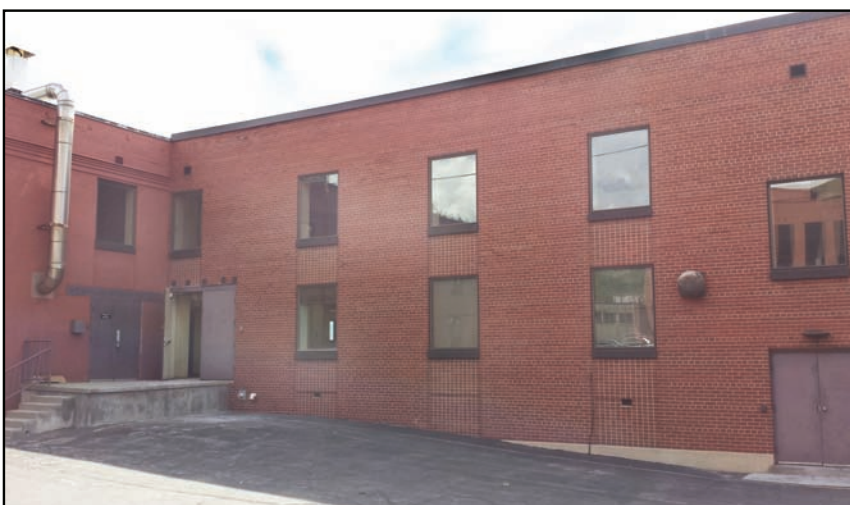
All of Floor 3

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



East Side of floor 2

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



West Side of Floor 2

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

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

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

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

IRON COUNTY SCHOOL DISTRICT IN CEDAR CITY, UTAH:

- Saves \$20,700 and 230,000 kwh/year
- Received \$62,500 in incentives



Be the best in class when it comes to energy savings.

Iron County School District cracked open the books on energy efficiency and learned a whole lot about savings. They used cash incentives to install high-efficiency packaged air conditioning units, "cool roof" material and energy-efficient lighting. We love it when savings are in session. Your business can benefit too by upgrading lighting*, HVAC, compressed air systems and more. To learn more, call 1-800-222-4335, contact a participating vendor or visit wattsmart.com.

*Please call us before you start your project (pre-approval is required for lighting retrofit incentives).



Let's turn the answers on.

Pictured from left: Hunter Shaheen, Iron County school district's energy manager; and Tom Heaton, customer and community manager, Rocky Mountain Power.