

OF NOTE



Santa's little helpers?

UPS began the hiring process last week for 90,000 to 95,000 temporary employees to help handle shipping and deliveries during the holiday season. Millions of packages were delivered late in 2013 and 2014 but the company said it is better prepared this year because it has reached out to companies for package volume estimates.

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Utah manufacturers consider their employees among their most valuable assets and discussed the practice of stealing workers from each other at a recent meeting of the Utah Manufacturers Association in Salt Lake City.

Manufacturers lament 'poaching'

Brice Wallace
The Enterprise

Like in hunting, the idea of poaching is just as distasteful in manufacturing.

Issues related to pilfering employees from another company were among topics discussed by some manufacturing executives recently in Salt Lake City, and all said they'd love to eliminate the practice. The

discussion was prompted during a panel's Q&A session when an audience member asked about smaller companies grabbing workers from larger ones.

"If we just spend our time poaching from one another, or if big guys poach from the little guys, we're not going to get anywhere in the area and all manufacturing is going to suffer ... so that doesn't work,"

see POACHING pg. 16

Clason new economic development chief

Salt Lake County has a new regional economic development chief. Mayor Ben McAdams has hired Stuart A. Clason to replace Christina Oliver, who earlier this summer accepted a position with the county's Division of Parks and Recreation.

"I'm excited that Stuart has accepted my offer to join our team. This is a busy time for the county, as we partner with World Trade Center Utah and others on a major initiative to expand the number of regional businesses that successfully tap into global markets," said McAdams. "Half of all Utah jobs in 2012 were in Salt Lake County. Our effort now is to continue to do what's working well, and support the private sector as it grows the number of good-paying jobs that provide



Stuart Clason

an excellent quality of life for employees."

Clason comes to the county from the Utah Governor's Office of Energy Development, where he served as the state expert on issues relating to oil, gas and mining. Prior to that, Clason was the director of economic development in Salt Lake City, where, among other projects, he managed the due diligence for the Google Fiber initiative. Clason holds a BA from Louisiana State University and a MS in economic development from the London School of Economics.

"I am honored that Mayor McAdams and his staff decided to include me on their team as they work to build upon the county's success. Since moving to the state, I have always been impressed with the mayor and his team and look forward to being a part of this dynamic group," said Clason.

Clason begins his new job Sept. 28.

Transportation leads slight dip in Utah CPI

The cost of living dipped slightly in August along the Wasatch Front, according to the Zions Bank Wasatch Front Consumer Price Index (CPI) released last week. The index decreased 0.3 percent from July to August on a non-seasonally adjusted basis but has increased 1.4 percent since this same time last year. The increase remains below the Federal Reserve's national inflation target of 2 percent.

The national Consumer Price Index decreased 0.1 percent from July to August and has increased 0.2 percent over the past 12 months.

Transportation and medical prices had the largest downward impact on the overall CPI in August, both declining 1.8 percent. The cost of vehicle rentals dropped the most from July to August, followed by gasoline prices. While gasoline prices dropped about 5 percent in August, gasoline prices in Utah are still higher than the national average of \$2.31 per gallon, closing last week at an average \$2.77 per gallon statewide. Gasoline price declines in Utah have leveled out over the past month while national prices have continued to drop steadily. Crude oil futures, which drive gasoline prices, were more volatile in August and into September, despite steady declines from early May to late August.

Airfare prices also declined in August, contributing to the overall transportation price drop. While vehicle maintenance and vehicle prices edged upward, their positive effect on the CPI was minimal.

Medical care prices dropped largely due to lower prices for medical care services, accompanied by a drop in the prices for eyeglasses and eye care. Prices for non-prescription drugs and medical supplies dropped slightly as well. While prices for prescription drugs and hospital and related services increased slightly, their effect was marginal.

"With food prices holding steady and transportation prices dipping slightly, consumers are in a good spot," said Scott Anderson, Zions Bank president and CEO. "Increased disposable cash allows consum-

see CPI pg. 11



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Incentives bring 3 films, TV pilot

Three films and a TV pilot will be shooting in Utah after having been approved for state incentives by the Governor's Office of Economic Development (GOED) board.

The incentives are in the form of tax credits approved by the board at its September meeting.

The largest-budget production is "The Jade Pendant," and Jade Pendant Movie LLC is expected to spend nearly \$3.5 million in Utah and hire more than 90 local cast and crew. The film will be shot entirely in Utah, specifically the Salt Lake City area, from Sept. 28-Nov. 6.

"The Jade Pendant" is a love story that takes place in the U.S. circa 1871 between two Chinese immigrants, set against a confrontation between rival Chinese gangs.

Jade Pendant Movie LLC was approved for a tax credit of up to \$870,225.

The next-largest project is "Lifeforce," a TV pilot that will air on SyFy. It will be shot Sept. 28-Oct. 16 primarily in Sale Lake and Tooele counties, and Four Amigos Entertainment LLC is expecting to spend \$858,000 in Utah and hire more than 50 local cast and crew. Four Amigos was approved for an incentive of up to \$171,600.

"Lifeforce" is based on the 1976 novel "The Space Vampires" by Colin Wilson, which was made into a 1985 movie also called "Lifeforce."

Phobic Production LLC was approved for a tax credit of up to \$42,000 for "Phobic," an independent crime thriller that plans to spend \$210,000 in Utah. Filming will take place in Salt Lake and Utah counties Oct. 13-30 and use 40 local cast and crew.

Utah will also be the site of some of the production of "Prowess," a family adventure feature film. Vineyard Productions plans to spend \$220,000 in Utah and hire about 25 cast and crew, with shooting taking place in September. The company was approved for a tax credit of up to \$44,000.

"Our state offers filmmakers a tremendous amount of opportunities for all types of productions," said Virginia Pearce, director of the Utah Film Commission. "These productions create additional job opportunities for local cast and crew and will have a positive impact on our economy."



Traeger Pellet Grills' new headquarters in Sugar House.

Traeger begins move to Utah

Traeger Pellet Grills is in the process of relocating its global headquarters from Portland, Oregon, to Salt Lake City. The company, which specializes in wood-fired outdoor grills, accepted a tax credit from the Governor's Office of Economic Development (GOED) board last October for an expansion to Utah. At the time, the company said it would expand by 164 jobs in Utah over the next seven years.

Traeger will occupy 28,000 square feet of the second floor of the new 1215 Wilmington Building in Sugar House.

More than 100 employees will initially be based out of the Salt Lake City office. Some

of the employees are moving from Portland and many will be new hires for the company. Approximately 30 Traeger employees will remain in Portland to work in customer service and information technology.

According to Traeger CEO Jeremy Andrus, "We're thrilled to be relocating our company's global headquarters from Oregon to the great state of Utah. As the former CEO of Skullcandy, and having spent 14 years of my life here, I've been continually impressed by the strength of Utah's talent pool as well as the friendliness of the business environment. We're looking forward to building another great brand right here at home and to being a contributing member of the community. We've been hard at work building a new, unique office in Sugar House that will reflect the DNA of our brand and inspire our team and our customers alike. The design concept connects people to our product with elements of reclaimed wood from both of our homes - Oregon and now Utah - fire, steel and sophisticated electronics."

The Traeger line of products includes 17 grills ranging in price from \$299.99 to \$1,995. Andrus said Traeger is the No. 1 selling pellet grill in the United States. He added that the grills are extremely versatile and can be used as a grill, barbecue, smoker or a wood-fired convection oven.

"Traeger Pellet Grills is a growing company, and we are glad it has selected Utah to help it continue on its positive growth trajectory," said Q. Val Hale, GOED's executive director at the time of the announcement last fall that Traeger would be moving to Utah. "Utah has a strong outdoor lifestyle industry that is only made stronger by the expansion of companies like Traeger."

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Campbell Scientific names new president

Logan-based Campbell Scientific Inc. has appointed Robert H. Campbell as its new president. Campbell Scientific is a manufacturer of electronic instruments and control products.



Robert Campbell

Campbell has been the president of Juniper Systems Inc., for the past 13 years. Juniper Systems, also located in Logan, manufactures handheld computers and is the largest subsidiary of Campbell Scientific.

Replacing Campbell as president of Juniper Systems is DeVon Labrum, who has worked at Juniper for 17 years, the past four as vice president of sales and marketing.

Outgoing Campbell Scientific president

Paul Campbell, who served for the past 23 years, was on Juniper Systems' board during much of the time Robert Campbell was president. He said, "I witnessed the development of Juniper Systems as it emerged into a profitable enterprise and the concurrent personal development of Rob as president leading the way." Paul Campbell will continue working for Campbell Scientific as a non-executive chairman of the board.

Campbell Scientific employs 300 people in Logan and Juniper Systems has an additional staff of 120. Campbell Scientific's history of developing innovative products began in the 1970s as one of the first to offer low-power, high-precision dataloggers for use in the field. To date, Campbell Scientific has manufactured more than 300,000 dataloggers.

Dan & Pat Jones honored

The Utah Foundation has honored Dan and Pat Jones, whose market research and polling firm Dan Jones and Associates has set the standard for objective and reliable survey research in Utah, with its inaugural Insight Award. The presentation was made at a Utah Foundation luncheon marking its 70th anniversary last week at the Grand America Hotel in Salt Lake City.



Pat Jones



Dan Jones

we recognize in them the same passion for finding and sharing knowledge that originally drew me to the work of Utah Foundation many years ago.

It's the same passion that our founders expressed in 1945."

Utah Foundation was incorporated in September 1945 by an ad-

hoc group of business leaders led by Fred S. Mulock, the president of the Salt Lake Chamber of Commerce. Since its first research report in 1946, Utah Foundation has published more than 730 reports on topics as varied as Utah's public schools, water policy, air quality, population growth and tax policy.

Pat Jones served in both the Utah House of Representatives and the state Senate. Dan Jones mentored hundreds of legislative interns and taught generations of students in the political science program at the University of Utah. They sold their firm to the Cicero Group in 2010, but they're still involved in its work. Pat Jones is also now serving as CEO of the Women's Leadership Institute at the Salt Lake Chamber.

"We're delighted to honor Dan and Pat with our first Insight Award," said Utah Foundation president Steve Kroes. "We have worked together many times, and

SunEdison/Dominion venture adds Utah project

SunEdison Inc., the largest global renewable energy development company, and Dominion, one of the nation's largest producers and transporters of energy, have added to their involvement in Utah solar energy projects. The companies announced a joint venture for the Three Cedars solar project, a 265 megawatt solar project in Iron County. The announcement marks the expansion of a joint venture recently announced regarding Dominion's investment in the 420 MW DC Four Brothers solar project in Beaver County.

Similar to Four Brothers, the Three Cedars project is contracted under long-term power purchase agreements for 20 years with PacifiCorp, a subsidiary of Berkshire Hathaway Energy. The project is now under construction and fully financed with an expected commercial operation date of mid-2016.

Under the terms of the expanded joint venture, Dominion will invest approximately \$320 million to acquire 50 percent of the cash equity and 99 percent of the tax equity in Three Cedars, including funding of construction. SunEdison expects to fully finance the \$80 million balance of the capital for Three Cedars through a loan from Deutsche Bank through construction and long-term ownership. Dominion's aggregate investment in the joint venture is approximately \$830 million to acquire 50 percent of the cash equity and 99 percent of the tax equity in Four Brothers and Three Cedars, including funding of construction.

"We are excited to expand

our partnership with Dominion to a total of 685 megawatts of solar in Utah," said Paul Gaynor, executive vice president of SunEdison EMEA and Americas. "Our joint ventures with Dominion demonstrate the market appetite for SunEdison's high-quality, long-term contracted assets. SunEdison power plants put hundreds of people to work, create real and lasting benefits for local residents, and deliver clean energy

to Utah homes at a competitive price."

The Three Cedars project is expected to produce enough electricity to power more than 36,000 homes. As an added benefit, the construction of the solar power project is expected to create an estimated 250 construction jobs within the rural communities of Iron County and produce \$17 million in direct property and income taxes over 20 years.

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Lockheed execs: F-35s at Hill means jobs, opportunities for Utah

Brice Wallace
The Enterprise

F-35 "Lightning II" aircraft have been at Hill Air Force Base for nearly two years, but the base recently was delivered two operational, combat-coded F-35s. Those aircraft represent a harbinger of good things for Utah's economy, a pair of Lockheed Martin Corp. executives said recently.

Speaking at the Governor's Office of Economic Development (GOED) board's September meeting, Gerald Murray, director of enterprise sustainment for Lockheed Martin at Hill, noted that Hill already has been the home of 13 aircraft at the Ogden Air Logistics Complex, where the aircraft have undergone modifications and repairs to components such as landing gear, wheels, brakes and radar.

Hill is expected to receive one or two F-35s monthly until 72 have been delivered.

"Ultimately, what the F-35 will represent here is that it will continue and actually even build upon more work and opportunities and jobs that will be created with this aircraft being able

to come into the state," Murray said.

Murray said the company is "very pleased" to work in partnership with Hill, to work in the state and to be able to bring to the state the capabilities of the stealth F-35 — as well as F-22 and F-16 aircraft. "And that viability is strong in the state for years to come," he added.

Hill, he noted, was the first operational base for the F-16 in 1979, and Lockheed Martin has produced more than 4,000 of that

aircraft. Hill is the fifth Air Force base to get F-35s, but the first to get operational, combat-coded ones.

The F-35 comes in three variants: the F-35A for the Air Force, which uses conventional takeoffs and landings; the F-35B, for short takeoffs and landings; and the F-35C, a U.S. Navy craft to be used on aircraft carriers. Thirteen nations have ordered F-35s, he said.

Perry Oaks, senior manager of corporate business develop-

ment at Lockheed Martin, noted that the company has about 350 employees in Utah, mostly near Ogden, and nearly 400 retired employees living in the state. The company's Utah payroll is nearly \$30 million annually.

Lockheed Martin is the prime manufacturer of the F-35, F-22 and F-16 and partners with Hill to do part of the maintenance to keep the aircraft flying.

"You think of the F-35 in particular and we're at a very low rate of production — 36 last year,

I think, 45 this year — within a few years we hope to be up to approximately 150 airplanes a year. Those companies, such as ATK with their composite capabilities, those numbers, when you talk about economics coming into the state, will only grow," Oaks said.

"The economic impact is such that we recognize, let's just say for composites and low observables (stealth aircraft), the important place that Utah plays in that industry. We're wanting to grow that industry here and maintain it, because it only helps us as a company.... [and] it helps the state of Utah as well."

The two executives urged GOED to continue programs aimed at producing a skilled workforce. Murray specifically mentioned the need for people skilled in the design, development and maintenance of software.

"Anything that the state may do here in the way of education and in the way of being able to bring a trained workforce — either grow a trained workforce or bring a trained workforce into the state — the demand is there and will be there for decades to come," he said.



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Overstock launches Klarna for one-click mobile device purchasing

Overstock.com has become the first commercial client of Klarna, Europe's leading payment solutions provider. According to Overstock.com, this partnership will bring a simplified buying experience on mobile devices, enabling Overstock.com shoppers the ease of buying from their smartphones or tablets with just one tap.

"We're incredibly excited to launch Klarna in the U.S. To do so together with a partner of such a massive scale as Overstock gives us a huge boost into the market," said Brian Billingsley, CEO of Klarna North America. "U.S. consumers are looking for a simpler and safer way to buy and retailers are looking for better ways to engage their consumers and increase their checkout conversion. The early success we've had with Overstock show the massive opportunity to turn more browsers into buyers."

"Klarna removes the friction

from the checkout process," said Overstock.com CEO Patrick M. Byrne. "During testing, Overstock's mobile customers responded with increased conversion rates, thanks to Klarna's sophisticated technology. We look forward to our partnership with Klarna."

Overstock.com customers began using Klarna Checkout last

week for mobile web guest purchases. Returning users that have shopped with Klarna can complete a purchase with just one tap. All that is required for a new mobile web user to complete the transaction is information like an email address and delivery address — a credit card number or additional registration information may not even be necessary to check out.

If approved, the consumer has two weeks from the shipping date to pay, once the order is processed. This gives ample time for customers to receive the product before paying with their chosen payment method. Byrne said this will improve the customer experience and drive loyalty.

Klarna is the only company worldwide to achieve the same

conversion rates on mobile as retailers typically see on desktop, while assuming both fraud and chargeback risk for merchants. Its unique integrated payments model enables Klarna to streamline the checkout process on desktop and mobile to eliminate friction and customize real-time dynamic credit offerings for consumers.

Finicity buys New York online payment firm

Murray-based Finicity Corp. has acquired virtually all of the assets of Aurora Financial Systems Inc., a payment processing program manager located in Purchase, New York, according to statement from Finicity. Finicity is global financial technology services company with additional offices in Buford, Georgia, and Mumbai, India.

Finicity's acquisition of Aurora continues the company's investment in the financial technology industry. With this acquisition completed, Finicity's lineup now includes aggregation, transaction processing and card program management, all with real-time transaction data delivery using its TxPUSH Technology to support online and mobile financial apps.

"The Finicity acquisition of Aurora represents a powerful combination of financial technology, services and teams that are setting a new standard in real-time consumer payments and dynamic financial management," said Thomas Fast of Ultra Advisors, the lead banker on the transaction and advisor to global financial technology companies.

Aurora is now part of Finicity's Data Services Division and will be led by Aurora co-founders Michael Ciberey and Chris Melendez. The transaction was effective Sept. 4 and financial terms were not disclosed.



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ASSOCIATIONS

• **Travis Furlow** has been named to the **HRO Today Regional Board of Advisors**. Furlow is vice president and general manager of recruitment process outsourcing at Supplemental Health Care, Park City. **HRO Today** publishes and produces magazines, web portals, research, e-newsletters, events and social networks for senior-level human resources executives. Furlow has 18 years of experience in the recruitment processing outsourcing industry, including working as head of client services for Alexander Mann, HR team manager for PricewaterhouseCoopers and director of account management for Kelly Services Outsourcing and Consulting.

BANKING

• **Zions Bancorporation**, Salt Lake City, has named **Karin Lockovitch** as director of compliance. Lockovitch has 16 years of financial industry experience. Before her time at Zions, she was senior vice president and consumer compliance officer for SunTrust Banks in Atlanta; senior director of regulatory risk management for Ally Financial; and worked for Target Bank, Lehman Brothers Commercial Bank and American Express Centurion Bank. Her education includes an MBA from the University of Utah.

ENERGY/NATURAL RESOURCES

• **Suncrest Solar Inc.**, Salt Lake City, announced that with the closing of its first tax equity fund, it is a full-service provider of residential solar energy systems. It designs, permits, sells and installs solar panels on the roofs of residential electric utility customers and owns, operates and maintains those systems throughout contract periods. Suncrest said it partnered with tax equity provider **U.S. Bank** and commercial lenders **KeyBank** and **Silicon Valley Bank** to create a flexible fund "that supports nearly unlimited growth through 2016." The primary shareholders of Suncrest Solar are **Tenaska** and **Sorenson Capital**, and the closing of this fund includes a second investment from Tenaska.

FINANCE

• **Albion Financial Group**, Salt Lake City, has promoted **Mason Woolf** to chief compliance officer. He will oversee

regulatory guidelines for Albion, safeguarding the integrity of internal policies and procedures, and establishing a culture of compliance firm-wide. Woolf also serves as director of trading, ensuring that investment strategies are consistently implemented



Mason Woolf

for each client. Woolf has more than 17 years of industry experience, including work at Fidelity Investments, Arlington Value Management and Morgan Stanley. He has also served as an adjunct professor of finance in the Gore School of Business at Westminster College. He also is involved in the local venture capital world as a member of Salt Lake City Angels. Woolf has an MBA and a bachelor of science in finance, both from Westminster.

GOVERNMENT

• **Lori Bays** has been selected by Salt Lake County Mayor Ben McAdams as deputy mayor and chief administrative officer. The appointment was unanimously approved by the Salt Lake County Council. Bays has served as the county's Department of Human Services director since the beginning of the McAdams administration in 2013. Bays has 18 years of professional experience in both public and private sector organizations. Before coming to Salt Lake County, she was a health and human services agency executive in San Diego County. Bays succeeds **Nichole Dunn**, who is moving with her family to Washington, D.C.

• The **Utah Clean Air Partnership** (UCAIR), the **Utah Department of Environmental Quality** (DEQ) and the **Utah**

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Department of Workforce Services (DWS) have partnered to provide grants for small businesses through the "Air Assist" program. Grants are available for businesses in Box Elder, Cache, Davis, Duchesne, Salt Lake, Tooele, Uintah, Utah, Washington and Weber counties with fewer than 100 employees to help them in making upgrades to current equipment to reduce emissions and improve air quality. Matching-funds grant amounts range from \$500 to \$15,000. There is no application deadline and no application fee. Details are at www.ucair.org.

• The **Governor's Office of Economic Development** (GOED) board, at its September meeting, endorsed three **Rural Fast Track** grants. **Dax Welding LLC**, Richfield, was endorsed for a \$50,000 grant for a \$104,164 project involving the purchase of powder coating equipment to add to its in-house manufacturing. The project is expecting to result in two new full-time positions. **Twelve Timbers Inc.**, Richfield, was endorsed for a grant of \$44,184 for a project involving the purchase of a flatbed printer capable of printing on a variety of materials up to 5 feet wide, allowing the company to add to its product line and provide flexibility in how products are created. Two new full-time positions are expected to result from the \$88,368 project. **Cannon Structures Inc.**, doing business as **Trestlewood**, Box Elder County, was endorsed for a \$21,545 grant to buy a band re-saw in order to reduce turnaround time and produce orders faster. One new full-time position is expected to result from the \$43,090 project.

MANUFACTURING

• **SilencerCo**, West Valley City, has formed a technology products division called **SilencerCo Weapons Research** (SWR). The company said SWR was created "to make hunting and shooting technologies accessible to everyone." The new division is designing affordable and capable devices to enhance the shooter's ability to engage targets, identify prey in multiple spectrums and reduce shooter signature. The initial product offering will be announced in this month and ship this year.

• **Nu Skin Enterprises Inc.**, Provo, has appointed **Ryan Napierski** as president of global sales and operations. Napierski is a 20-year Nu Skin veteran and most recently was president of both Nu Skin Japan and Nu Skin North Asia. Prior to his assignment as regional president, Napierski served as vice president

of business development for the company's North Asia region and chief operating officer of Nu Skin Japan. Since joining Nu Skin in 1995, Napierski also has served as vice president of global business development, general manager for the United Kingdom, and vice president of European business development. Napierski succeeds **Dan Chard**, who is departing to pursue other business interests.

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NONPROFITS

• The **Society for Environmental Education** (USEE) has appointed **Thom Benedict** as executive director. He has two decades of experience in environmental leadership. Most recently, he was an environmental educator at Red Butte Garden and the Natural History Museum of Utah. He began his career in field work in the central southern United States helping to reintroduce the endangered aplomado falcon, worked on the revegetation crew at Grand Canyon National Park and led environmental education programs for HawkWatch International, both at migration study sites and in classrooms throughout New Mexico. He became the education director at HawkWatch International in 2003 and later went on to serve as executive director. Benedict also opened and owned Earth Goods General Store in Salt Lake City from 2007-2014.

PHILANTHROPY

• **USANA Health Sciences**, Salt Lake City, during its annual four-day international convention, completed several humanitarian projects. In total, USANA raised more than \$160,000 for charity and donated more than 150,000 meals for **Children's Hunger Fund**. A total of 2,300 USANA associates and employees partici-

pated in the Food Pak project, assembling more than 150,000 meals for the Children's Hunger Fund. A total of 3,140 boxes were packed, each containing 20 pounds of staple foods, designed to supplement a family of five for one week — approximately 48 meals. CHF volunteers will hand-deliver the Food Paks to families in need all over the world. About 2,300 people participated in the annual "Champions for Change 5K" in downtown Salt Lake City, garnering \$154,000 for the **USANA True Health Foundation**. More than \$2,100 was raised for the foundation through sales of the USANA 2016 Influencer Calendar. Between T-shirt sales and one of the most successful local fundraising events with California Pizza Kitchen, another \$3,500 was raised for the THF.

POLITICS

• The **Utah Republican Party** has hired **Bryan Smith** as executive director. He replaces **Julian Babbitt**, who has taken a job as the executive director of the Orange County Republican Party in California. Smith has worked at the Utah legislature, for Republican organizations across the country, and most recently in the private sector as a director of political marketing.

RECOGNITIONS

• Ten companies have been recognized by the **Principal Financial Group** as the "**10 Best Companies for Employee Financial Security**," and one is **Fishbowl**, Orem. The award program honors companies with five to 1,000 employees for their commitment to employee financial security through outstanding employee benefits. An indepen-

see BRIEFS next page

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CASE
CONSTRUCTION

Industry Briefs

from previous page

dent panel selected the companies in a blind judging process.

• Two **Utah.gov** applications were recently honored with government industry awards. Utah's **Fiscal Note System** was chosen as one of 10 awards for **Outstanding Information Technology Achievement in Government** by **Government Computer News (GCN)**. The GCN Awards recognize outstanding IT achievement in government and the degree to which a project has transformed an agency's ability to operate more efficiently or serve the public more effectively. The legislature's Fiscal Note System automatically notifies agencies when

the legislature proposes a bill that changes laws applicable to that agency. It allows the agency to quickly review the bill and indicate whether or not the bill has a financial impact. Also, the **Utah Hunting and Fishing Mobile Application** was nominated for the 2015 State IT Recognition Awards and was one of four finalists selected for **Outstanding Achievement in the Field of Information Technology** in the Information Communications Technology (ICT) Innovations category by the awards committee of the **National Association of State Chief Information Officers**.

SERVICES

• **Extra Space Storage Inc.**,

Salt Lake City, has announced that its operating partnership subsidiary, **Extra Space Storage LP**, has begun a private offering, subject to market conditions, of \$500 million aggregate principal amount of exchangeable senior notes due 2035. Up to an additional \$75 million aggregate principal amount of notes may be issued upon exercise by the initial purchasers. The operating partnership intends to use the net proceeds from the private offering to fund potential acquisitions, including its previously announced acquisition of SmartStop Self Storage Inc., to retire outstanding indebtedness, and for other general corporate and working capital purposes. **Citigroup** and **Wells Fargo**

Securities are acting as the joint book-running managers for the offering.

TECHNOLOGY/LIFE SCIENCES

• **Steton Technology Group**, Salt Lake City, has announced that its board of directors has appointed **Frank Maylett** as president and chief executive officer. Maylett succeeds **Martin Tidwell**. He has more than 20 years of experience leading, selling and expanding software service organizations. Most recently, he



Frank Maylett

was executive vice president for global sales, services and alliances at Workfront/AtTask Inc. Maylett began his career in 1992 with Novell, focusing on the sale of complex technology solutions for enterprise-wide networks to Fortune 500 corporate accounts. In 1996, he was selected to build a unique start-up within IBM where he helped develop the go-to-market strategy for the Enterprise Storage System Software group, focusing on the AdStar Distributed Storage Software product. In 2008, he joined inContact as executive vice president responsible for sales, marketing and building global alliances worldwide with partners.

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- 3.99% on business term loans, up to 84-month term⁵

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All offers are effective September 12, 2015 through October 30, 2015. Loans and Lines of Credit are subject to credit approval and for business purposes only. Offers, terms, and conditions are subject to change, and this offer may be revoked, at any time without prior notice. Conditions, fees and additional restrictions may apply. Rates depend on term and are subject to change. All loan offers require automatic payments from a Bank of the West Business Checking account. Offers valid for applications received and completed between September 12, 2015 through October 30, 2015. Offers only available for new extensions of credit.

¹Loan amount subject to approved property valuation. 3.99% rate offer is for owner-occupied, 5-year term, 25-year amortization, fixed-rate loans of up to \$2 million, Ag loans up to \$1 million. 4.75% rate offer is for owner-occupied, 10-year-term, 30-year amortization, fixed-rate loans of up to \$2 million, Ag loans up to \$1 million.

²Bank of the West Prime + 0.50% rate is for select Business Lines of Credit greater than \$50,000 and up to \$750,000. Bank of the West Prime is 3.25% as of August 6, 2015. Offer available to new and existing Choice or Analyzed Business Checking account customers. After 12 months a minimum rate of 4% applies.

³For new accounts, the monthly service charge of \$20 on Choice Business Checking will be rebated for the first two statement cycles. Minimum opening deposit of \$100. Ask a banker about ways to waive the monthly service charge thereafter. Additional terms and conditions and fees apply.

⁴Account charges based on service usage less earnings credits, based on balances, may offset fees. Minimum opening deposit of \$100. See current Analyzed Business Checking Schedule of Fees for details.

⁵Fixed rate of 3.99% is for loans greater than \$50,000 and up to \$250,000 with up to 84 month fully amortizing term.

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Dream your way to sales success - not just at night, but all day long

Ever dream?

Ever had a scary dream? Think you were dying? Falling? Wake up in a sweat?

What causes dreams?

I have no idea — and neither do the experts. All kinds of studies, all kinds of theories, all kinds of books, very few answers.

And you're thinking "night," aren't you? There's a much more powerful form of dreaming — daydreaming.

The similarity between night dreams and daydreams is that they are both a form of thinking. Dreams are thoughts. Day or night.

Ever daydream? OF COURSE YOU HAVE. Ever get yelled at for daydreaming? Your mind was off in the clouds someplace? OF COURSE YOU HAVE.

Unfortunately, your teachers and parents have historically thought (and told you) that daydreaming was bad. They were wrong.

People like Albert Einstein failed in school because they were daydreaming instead of paying attention. My daughter Rebecca was accused of daydreaming in the

third grade. I met with the teacher and the principal of the school to answer the teacher's "accusation" and "admonishment." I asked, "Is Rebecca smart?" "Yes." The teacher said.

I said, "Rebecca is responding to the fact that you (the teacher) are boring. If you had an ounce of how to present your material in a more compelling way, Rebecca would be at the head of the class. Don't accuse my child of your inadequacies. And besides, Rebecca isn't daydreaming, she's THINKING."

Suffice it to say, Rebecca switched teachers to a more animated and original one. She LOVED the class. Got straight As, and continued to daydream. She was (and still is) a thinker. And I encouraged her to keep doing it.

IMPORTANT NOTE: Daydreaming is a meal ticket for you — IF YOU DO SOMETHING ABOUT IT.

Daydreaming is the BEGINNING of a journey, an act, a goal, a fantasy. The most important part of daydreaming is to do it. And take note of it. Not just as whimsical, but as a possibility of

what might be. What could be.

When should you daydream? Well, this is just my own theory, based on my own life's journey. I have found that early in the morning as you wake and wander, or while looking in your bathroom mirror (that's why I post my goals there), or late at night as you prepare to retire are the best times. Times when your mind is free to wander. Times when your mind is more open, more fertile, more receptive to new thoughts.

Daydreaming is not only good. It's ESSENTIAL. It's a tool. And it begins to bring thoughts to the surface. Daydreams are for:

An idea you've been thinking about.

Something you want (a vacation).

Something you want to change (a job).

Something you want to achieve (a new position).

Something you want improve (your ability to keep customers loyal).

Something you want to accomplish (1,000 Twitter followers).

Something you want to come true (someone recovering from a health issue).

Something you're thinking about that you want an answer for

(should I move?).

Not just a wish — sometimes daydream are pipe dreams. Wishing for money is a classic pipe dream. Same with a new house or car. Productive daydreams are about how you will earn the money and what you'll do that may lead to the achievement.

Here's how the process works. Here's how it can work for you, step-by-step. The daydream must be acted upon:

Daydream. Pick a place of quiet. Have pen and paper with you.

Think general then specific thoughts. Begin generating thoughts — any thoughts that "pop" into your mind at first. Then go to specific areas of wonderment — family, job, career, future, health, achievement.

THINK: Is this what I really want?

THINK: How can I make this happen?

Idea: Write down the thoughts that have become ideas or actionable intentions.

THINK: How can I make this happen?

Make a written goal, but state your intentions and desire.

Make a written plan. This is

how I can make this dream a reality.

Action. Doing something is the only way of achieving for yourself. "Action" is another word for "work." You have to work hard for what you really want.

Daydream your way to reality. Picture yourself achieving your dream and celebrating by carving out more daydream time.

Make your (day)dreams come true, all you need to do is employ the three critical words: Think. Write. Act.

And beware and be aware of the dream killers: Doubt. Whine. Excuses.

You can make your dreams a reality with the famous 1930 Watty Piper quote: "I think I can. I think I can."

There's one more secret, but I'm out of space. If you want it, (free) go to www.gitomer.com — register if you're a first-time user — and enter AHA! in the GitBit box.

Jeffrey Gitomer is the author of twelve best-selling books, including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

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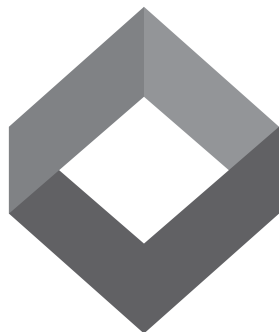


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Calendar

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

TTIP Roundtable, a World Trade Center Utah event featuring U.S. Rep. Erik Paulsen, R-Minn., discussing the Transatlantic Trade and Investment Partnership (TTIP). Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free, but space is limited. Details are at wcutah.com or by contacting Aundra Peterson at (801) 532-8080 or apeterson@wcutah.com.

Sept. 22, 8-9:30 a.m.

"Keeping the Crown Jewels Out of Unfriendly Hands," a Utah Technology Council (UTC) Workman Nydegger clinic. Chad Nydegger, shareholder at the firm, will explain what types of information may qualify as trade secrets and provide tips on how to protect them. Location is Workman Nydegger, 60 E. South Temple, Suite 1000, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org.

Sept. 22, 10 a.m.

Utah Manufacturers Association (UMA) Health Plan Kick-Off, designed for companies with two to 100 benefit-eligible employees. Location is Utah Valley Regional Medical Center, Classroom 8, Northwest Plaza, 1134 N. 500 W., Provo. Information is also being presented Sept. 23, 10 a.m., at the SelectHealth Conference Room, 1424 Foremaster Drive, Suite 200, St. George; and Sept. 23, 2 p.m., at the Iron County Visitors Bureau, 581 N. Main St., Cedar City. RSVPs can be completed by contacting Annette Beckstrand at (801) 363-3885 or insurance@umaweb.org.

Sept. 22, 11 a.m.

2015 EDCUtah Annual Meeting, an Economic Development Corporation of Utah event. Activities begin with 11 a.m. registration and reception, followed by lunch and presentation at noon. Keynote speaker is Eric Greitens, a Navy SEAL, author and among *Time* magazine's "100 Most Influential People in the World." Location is Grand America Hotel, 555 S. State St., Salt Lake City. Sponsorships are available. Details are at edcutah.org.

Sept. 22, 11 a.m.-2 p.m.

Political Development

Series, presented by the Women's Leadership Institute (WLI). First of six three-hour sessions (concluding Feb. 4) for women considering running for political office. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$65 for all six sessions. Details are at <http://wliut.com/political-development-series/>.

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

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

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

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

Sept. 22, 7-8 p.m.

"Trailblazers of Clean Energy" Series event featuring racecar driver Leilani Munter. Other events in the series are Oct. 21, featuring Vien Truong, Green for All; and Nov. 5, with Eric Corey Freed, organic architect. Location is the University of Utah's S.J. Quinney College of Law, Moot Courtroom, 380 S. University St., Salt Lake City. Cost is \$5. Ticket information is available at utahcleanenergy.org.

Sept. 23

Utah Manufacturers Association (UMA) Health Plan Kick-Off, designed for companies with two to 100 benefit-eligible employees. Activities are scheduled for 10 a.m. at the SelectHealth Conference Room, 1424 Foremaster Drive, Suite 200, St. George; and 2 p.m. at the Iron County Visitors Bureau, 581 N. Main St., Cedar City. RSVPs can be completed by contacting Annette Beckstrand at (801) 363-3885 or insurance@umaweb.org.

Sept. 23, 11:30 a.m.-1 p.m.

"Women's Health Worries in the Workplace," a Business Women's Forum (BWF) luncheon in collaboration with University of Utah Health Care. Presenters Leissa Roberts and Celeste Thomas will discuss current issues in women's health-care, stress in the workplace and its effect on women in business,

and current care guidelines and resources. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25 for BWF members, \$35 for nonmembers. Details are at slchamber.com.

Sept. 23, 3-5 p.m.

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

Sept. 24-25

2015 BOMA Regional Meeting of the Pacific Northwest Region, hosted by the Building Owners & Managers Association (BOMA) Utah. Activities Sept. 24 are an opening reception, 6-8 p.m. Activities Sept. 25 are 9 a.m.-3 p.m., featuring educational sessions and speaker Laura Nelson, executive director of the Utah Office of Energy Development. Educational sessions include "Retro-Commissioning" and "LED Lighting and Retrofits." Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost for the full conference is \$65 for members, \$100 for nonmembers. Cost for Friday only is \$30 for members, \$75 for nonmembers. Registration deadline is Sept. 21. Registration can be completed at www.BOMAUtah.org.

Sept. 24, 7 a.m.-5 p.m.

SMARTcon, a sales, marketing and technology conference. Event will feature keynote addresses, breakout sessions and a "coaching corner." Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$89. Details are at <http://griffinhill.com/smartcon/> or by calling (801) 225-7000.

Sept. 24, 7:30-9 a.m.

NAIOP Utah Developer of the Year Breakfast Meeting. The NAIOP Developer of the year honoree for 2015 is Steve Price, president and chief executive officer of Price Real Estate. Price will discuss highlights of recent industrial developments and market trends and his thoughts on the industry. Location is the Utah Museum of Fine Arts, 410 Campus Center Drive, Salt Lake City. Cost is \$50 (no on-site registration). Registration can be completed at <http://bit.ly/naiopSept24>.

Sept. 24, 11 a.m.-1:30 p.m.

Roundtable Lunch Discussion titled "Your Organization's Biggest Challenge(s)," organized by

Corporate Solutions (Salt Lake Community College). Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Free, but registration is required. Details are at www.utahtech.org.

Sept. 24, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Topic is business preparedness. Location is Scofy's Social Club, 7176 S. 900 E., Midvale. Cost is \$14 for chamber members, \$20 for nonmembers. Details are at murraychamber.org.

Sept. 24, 11:30 a.m.-1 p.m.

ULI Utah September Box Lunch, an Urban Land Institute (ULI) Utah event. Topic is the 24-story 111 S. Main St. Tower development. Speakers are Troy Thompson, project executive, Okland Construction; and Matt Baldwin, director, Investment Properties Management. Location is Architectural Nexus, 2505 Parleys Way, Salt Lake City. Cost is \$20 for ULI members, \$35 for nonmembers. Details are at <http://utah.uli.org/>.

Sept. 24, 11:30 a.m.-1 p.m.

Chamber Mayors Luncheon, a Davis Chamber of Commerce event. Location is Wight House Reception Center, 95 N. Main St., Bountiful. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.com.

Sept. 24, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is the Humane Society of Utah, 4242 S. 300 W., Murray. Cost is \$10 for members, \$15 for nonmembers. Details are at slchamber.com.

Sept. 24, 6:30-8 p.m.

"Using YouTube to Tell Your Story," a workshop that is part of a Social Media Boot Camp series presented by Cottonwood Heights. Shahar Boyayan, co-founder of digital media company Buzz Booster, will explain how video content and brain-based branding can help businesses reach more customers. 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.

Sept. 24, 8 p.m.

"A Conversation with Michael Lewis," the 2015 Sam Rich Lecture presented by the Hinkley Institute of Politics

in conjunction with the David Eccles School of Business at the University of Utah. Lewis is a journalist and author of *The Big Short*, *Moneyball*, *The Blind Side*, *Flash Boys*, *Boomerang* and *Liar's Poker*. Location is Abravanel Hall, 123 S. Temple, Salt Lake City. Tickets are available through ArtTix. Details are at <http://www.hinckley.utah.edu/sam-rich-lecture-series/>.

Sept. 25, 9 a.m.

"Drive for a Drive" Charity Golf Tournament, hosted by Ultradent Products Inc. to benefit the Utah Food Bank. Event begins registration and warm-ups at 8 a.m., followed by a shotgun start at 9 a.m. Location is River Oaks Golf Course, 9300 S. Riverside Drive, Sandy. Sponsorships are available. Cost is \$99. Details are at (800) 520-6640.

Sept. 25, 10 a.m.-3 p.m.

Sixth Annual Blue Sky Renewable Energy Project Tour, a Rocky Mountain Power event. Guests will view the new "solar trees" at Tracy Aviary and the turbines at the Spanish Fork Wind Farm, which have received support from Blue Sky customers. Tour starts and ends at the Tracy Aviary. Participants also will be able to talk to experts in the field. Registration is required. Seats may be reserved at www.rockymountainpower.net/tour or by calling 1 (866) 476-9378 Ext. 23.

Sept. 26, 8 a.m.-2 p.m.

Student Entrepreneur Conference, managed by the Utah Entrepreneur Series, a division of the Lasonde Entrepreneur Institute and the David Eccles School of Business at the University of Utah. Open to all university students across Utah. Location is eBay's Draper campus, 583 W. eBay Way, Draper. Cost is \$15. Details are at <http://lassonde.utah.edu/sec/>.

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.



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CALENDAR

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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, 2848 Harrison Blvd., 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, 8-10 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, 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 entrepreneurs 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.

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, 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

see CALENDAR page 15

CORPORATE FINANCIAL REPORTS

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

Sportsman's Warehouse

Sportsman's Warehouse Holdings Inc., based in Midvale, reported net income of \$8.2 million, or 19 cents per share, for the quarter ended Aug. 1. That compares with \$5.1 million, or 12 cents per share, in the second quarter of fiscal 2014.

Sales totaled \$173 million in the most recent quarter, up from \$159.5 million in the year-earlier quarter.

Sportsman's Warehouse is an outdoor sporting goods retailer. At the end of the most recent quarter, it had 61 stores in 19 states.

"We are pleased with our second-quarter results which came in better than our expectations, highlighted by increased net sales, positive same-store sales and gross margin expansion, despite a still promotional industry and the continued impact from competition," John Schaefer, president and chief executive officer, said in announcing the results.

"As we enter the fall hunting season, we remain encouraged by the improving industry trends and indicators that suggest that we are near normalized industry dynamics in the firearm and ammunition categories."

HealthEquity

HealthEquity Inc., based in Draper, reported net income of \$4.4 million, or 8 cents per share, for the second quarter ended July 31. That compares with \$3 million, or 6 cents per share, for the same quarter in 2014.

Revenue in the most recent quarter totaled \$30.5 million, up from \$20.9 million a year earlier.

HealthEquity provides products and services for managing healthcare accounts, health reimbursement arrangements and flexible spending accounts for health plans, insurance companies and third-party administrators in the U.S.

"HealthEquity has experienced two very solid quarters so far this year and I'm very optimistic about the progress to come during the rest of fiscal 2016," Jon Kessler, president and chief executive officer, said in announcing the results.

"In the second quarter, our revenue grew 46 percent and our adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) increased 62 percent year over year, demonstrating strong margin expansion. We grew our HSA (health savings account) membership and assets under management at a robust pace."

CPI

from page 1

ers to be more confident in their purchases while simultaneously contributing to economic growth along the Wasatch Front."

Food away from home had the largest positive impact on the CPI in August, increasing 1.0 percent. Higher-priced full service meals at restaurants and higher prices for alcoholic beverages drove the increase. Fast food and snack prices declined slightly, but not enough to level out the price increase.

Other goods and services — which include smoking and tobacco prices, personal care products and funeral prices — increased 0.6 percent from July. The increase was the result of higher prices for hygiene products, haircuts and laundry and dry cleaning. Housing prices also increased slightly, edging up 0.4 percent from July to August due to higher prices for apartments and furniture. Bedding and appliance prices dipped, while hotel and motel prices remained flat. Utilities increased a mere 0.1 percent as propane prices rose in August.

Food at home prices remained flat from July to August. While several items — including in-season fruits like tomatoes, apples and pears — decreased in price, meat, eggs, cucumbers and citrus fruits increased in price, netting zero percent growth overall. Similar price trends were reported nationally as U.S. producer prices remained unchanged in August. The U.S. producer price index tracks prices charged by manufacturers, farmers and other producers before they reach the consumer.

Clothing, recreation, education and communication prices also all decreased in August. Clothing decreased 0.4 percent as men's and women's apparel dropped in price. Recreation prices dropped 0.7 percent due to lower prices for pets and pet products. Education and communication prices dropped 0.6 percent heading into the new school year as some schools decreased fees.

Analysis and data collection for the Zions Bank CPI and the Zions Bank Consumer Attitude Index are provided by the Cicero Group, a market research firm based in Salt Lake City.

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Paper or plastic?

We make choices every day — some simple, some more difficult. Our decisions are usually based on past prejudices, experiences, expectations and sometime, habit. Exploring alternate options or decisions to these same choices usually results in discomfort or the need for further education. Structural building codes change on a regular three-year cycle. Many times there are significant changes to portions of the code, resulting in discomfort and further education. Often, contractors and owners who build structures are frustrated they can no longer be efficient in estimating and build like they may have before.



RON DUNN

Code changes are the result of incorporating lessons learned, additional material testing, increased regulation and sometimes political pressures. In all cases the procedure for arriving at an answer becomes more and more complex. Yes, the answer may be more exact, but the opportunity to make a numerical error increases significantly. This is compounded when the majority of the analytics is performed by a computer. The perception of the correct answer can be without feeling. How might this affect your choice?

When do we pay more attention to the choices we make? "Paper or plastic" might be an environmental choice for some and simply a preference for others. How do we choose our bank, our physician,

accountant or mechanic? I would assume most emphasis is placed upon the desired outcome. This can only be accomplished if we have an idea of what kind of outcome we seek. Do we want to fix our car only to sell, or invest money into the fix to receive a good return that will provide many more miles of service? Both may be acceptable choices but may not result in the same mechanic and certainly not the same price.

Structural engineering is a professional service. Exact answers are only relevant on exams and do not exist in the real world. Some engineers may be perceived as conservative while others, not so much. What would constitute a conservative solution for a doctor or lawyer? Since a structural design is the result of many conversations with a specific client it would be unprofessional to simply review another engineer's work and label it conservative. I relate back to conversations with your attorney and having another lawyer question the findings without the same personal conversations. Yes, we are legally and professionally bound by codes and regulations, but our designs are very a la carte. Other structural engineers should know this.

Next time you see the person in front of you in line request plastic, don't be quick to judge. His child may need it for a science fair project.



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Opinion

Equality of opportunity doesn't necessarily mean equality of success

A hostile review of my new book, *Wealth, Poverty and Politics*, said, "There is apparently no level of inequality of income or opportunity that Thomas Sowell would consider unacceptable."

Ordinarily, reviewers who miss the whole point of a book they are reviewing can be ignored. But this particular confusion about what opportunity means is far too widespread, far beyond a particular reviewer of a particular book. That makes it a confusion worth clearing up, because it affects so many other discussions of very serious issues.

Wealth, Poverty and Politics does not accept inequality of opportunity. Instead, it reports such things as children raised in low-income families usually not being spoken to nearly as often as children raised in high-income families. The conclusion: "It is painful to contemplate what that means cumulatively over the years, as poor children are handicapped from their earliest childhood."

Even if all the doors of opportunity are wide open, children raised with great amounts of parental care and attention are far more likely to be able to walk through those doors than children who have

received much less attention. Why else do conscientious parents invest so much time and effort in raising their children? This is so obvious that you would have to be an intellectual to able to misconstrue it. Yet many among the intelligentsia equate differences in outcomes with differences in opportunity. A personal example may help clarify the difference.

As a teenager, I tried briefly to play basketball. But I was lucky to hit the backboard, much less the basket. Yet I had just as much opportunity to play basketball as Michael Jordan had. But equal opportunity was not nearly enough to create equal outcomes.

Nevertheless, many studies today conclude that different groups do not have equal opportunity or equal "access" to credit, or admission to selective colleges, or to many other things, because some groups are not successful in achieving their goal as often as other groups are.

The very possibility that not all groups have the same skills or other qualifications is seldom even mentioned, much less examined. But when people with low credit scores are not approved for loans as often as people with high credit scores, is

that a lack of opportunity or a failure to meet standards?

When twice as many Asian students as white students pass the tough tests to get into New York's three highly selective public high schools — Stuyvesant, Bronx Science and Brooklyn Tech — does that mean that white students are denied equal opportunity?

As for inequality of incomes, these depend on so many things — including things that no government has control over — that the obsession with statistical "gaps" or "disparities" that some call "inequities" is a major distraction from the more fundamental, and more achievable, goals of promoting a rising standard of living in general and greater opportunity for all.

There was never any serious reason to expect equal economic, educational or other outcomes, either between nations or within nations. *Wealth, Poverty and Politics* examines numerous demographic, geographic, cultural and other differences that make equal outcomes for all a very remote possibility.

To take just one example, in the United States the average age of Japanese Americans is more than 20 years older than the average age of Puerto Ricans. Even if

these two groups were absolutely identical in every other way, Japanese Americans would still have a higher average income, because older people in general have more work experience and higher incomes.

Enabling all Americans to prosper and have greater opportunities is a far more achievable goal than equal outcomes. Internationally, the geographic settings in which different nations evolved have been so different that there has been nothing like a level playing field among nations and peoples.

Comparing the standard of living of Americans at the beginning of the 20th century with that at the end shows incredible progress. Most of this economic progress took place without the kind of heady rhetoric, social polarization or violent upheavals that have too often accompanied heedless pursuits of unachievable goals like the elimination of "gaps," "disparities" or "inequities."

Such fashionable fetishes are not helping the poor.

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



THOMAS SOWELL

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Germany's acceptance of refugees shouldn't stoke up old hatreds

Of the 4 million Syrian men, women and children who have fled their country, the Obama administration wants the U.S. to take in 10,000 over the next year. Britain has promised that it will revise its policy and resettle up to 20,000 over the next five years. And then there is Germany, where an estimated 800,000 asylum-seekers will arrive this year alone — more than in all of Europe in 2014.

You would think that German generosity would spur other countries to emulate, or at the least, thank and praise it. Not quite. Some European politicians have been quick to criticize Germany for violating European Union rules, for creating a magnet that will attract more refugees and for increasing the risk of jihadi infiltration. Hungarian Prime Minister Viktor Orban says, "The problem is not a European problem; the problem is a German problem." Marine Le Pen, France's populist leader, said at a meeting of her party that "Germany probably thinks its population is moribund and it is probably seeking to lower wages and continue to recruit slaves through mass immigration." It was almost certainly a deliberate, sly reference to the Nazi policy of forced labor during World War II.

Europe is under stress on many fronts, and many politicians have found an easy way to deflect the blame — conjure up the ghost of the Nazis. *Der Spiegel*, Germany's leading magazine, reports that "Nazi symbols have become de rigueur at anti-austerity demonstrations," pointing to posters and caricatures — some with Angela Merkel

turned into a Hitler look-alike — at rallies in Poland, Portugal, Spain, Italy and, of course, Greece.

During the debt negotiations, the Greek government approved a propaganda video that played inside public transportation in Athens. The video included footage of the Nazi invasion and occupation of Greece and text that stated, "We claim what Germany owes us." Newspapers in Greece routinely compared Germany's positions on its debt restructuring to Nazi policies.

In Italy, a recent book by Gennaro Sangiuliano, the deputy head of news for the state-run television station Rai, and fellow journalist Vittorio Feltri is titled *The Fourth Reich: How Germany Subdued Europe*. The mechanism for subjugation, this time, the authors argue, is not tank divisions but the euro.

Now, one can disagree with certain German policies — the emphasis on austerity, for example. But it's shameful to stoke up old hatreds that have no basis in today's world. Modern Germany has tried as hard as any nation ever has to repent for its past. It has paid out hundreds of billions of dollars in reparations and foreign aid. Its culture is steeped in the memory of its misdeeds with memorials, museums and monuments all marking the most gruesome chapter of Germany's history. On the grounds of the former Nazi headquarters in Munich, a new Documentation Center for the History of National Socialism provides a detailed, brutally honest history of the rise of Nazism.

Its migration policies are part of its effort to overcome its past. After World War II, West Germany accepted 13 million people from Soviet-ruled Eastern Europe. In the early 1990s, it took in half a million people displaced by the Balkan wars. Were Germany merely trying to address the demographic challenges brought by its shrinking population, it could simply expand its immigration quotas and take in more skilled immigrants from Asia who would be much cheaper to absorb.

"I was born in 1957," Kurt Kister, the editor of Munich's leading newspaper, *Sueddeutsche Zeitung*, told me. "For

my generation, the key was to do everything that was the opposite of the Third Reich. That was our goal. We were very comfortable being a passive, commercial, Americanized country with no power or ambition. But the world has changed. The role of Germany has changed. We are a great power but a reluctant one. People resent our power. I understand that. We resent our own power, too, in many ways."

I asked him whether these anti-German posters and campaigns enrage him.

see ZAKARIA next page



FAREED ZAKARIA



Key to saving for retirement: Start early and let time work for you

As a young investor, you have a powerful ally on your side: time. When you start saving and investing for retirement in your 20s or 30s, you can put it to work for you.

The effect of compounding is huge. Most people underestimate it, so it is worth illustrating. We will use reasonable annual return rates to do so — we will assume an investor can earn an average of 6 percent to 7 percent a year on his or her portfolio.

What if you invest \$500 a month at age 25 and realize a 6 percent annual return? Under those hypothetical conditions, you would become a millionaire at age 65. To be precise, you would need to invest \$499.64 per month starting at age 25 and keep it up for 40 years.

At age 25, saving and investing \$500 each month may seem like a luxury. It is closer to a necessity. In 2055, having \$1 million or more saved up for retirement may be essential. Over 40 years, inflation will make \$1 million worth less than it is today. The good news is that if your investments return more than 6 percent in a year, you could reach and surpass that \$1 million mark faster.

It need not take 40 years for compounding to make a difference for you. Shortening the timeline of this hypothetical example, after 10 years of saving and investing \$500 a month at a 6 percent annual return, you would end up with

\$81,939.67 compared to the \$60,000 you would realize from merely saving the cash sans investment.

The earlier you start, the greater the compounding potential. If you start saving and investing for retirement in your 20s, you gain a definite compounding advantage over someone who waits to save and invest until his or her 30s. Another comparison bears this out. Take two investors, both contributing \$200 per month into their retirement accounts. One does this for 40 years starting at age 25. The other does this for 30 years starting at age 35. Again, we assume a 6 percent annual return for each account. The investor who starts at 25 winds up with \$402,492 at age 65, while the one who started at 35 amasses just \$203,118 over 30 years.

Just 10 years of difference in the start time, yet the money almost doubles by age 65. This is a compelling argument for starting to save for retirement (and other goals) as early as possible.

Even if you start early and then stop, you may out-save those who begin later. What if you contribute \$5,000 to a retirement account yearly starting at age 25 and then stop at age 35 — no new money going into the account for the next 30 years? That is hardly ideal, yet should it happen, you still might come out ahead of someone who begins saving for retirement later.

As J.P. Morgan Asset Management

research notes, an investor who consistently directs \$5,000 a year in a retirement account from age 25-35 with a 7 percent continued annual return ends up with \$602,070 at age 65 even if contributions cease after age 35. The really startling part: That investor actually amasses more retirement savings than an investor who steadily contributes \$5,000 a year from age 35-65 at the same rate of return — he or she realizes just \$540,741.

This is all worth noting, because many millennials seem wary of investing. This spring, a Bankrate MoneyPulse survey indicated that only 26 percent of Americans under age 30 are investing in equities. In July 2014, another Bankrate survey found that Americans 18-29 favored cash investments (i.e., bank accounts and bank-based investment vehicles) above all others.

Student loans and child-rearing costs reduce investing potential for many millennials, but as these survey results hint, some are cynical about the whole investment process.

If you were born in the late '80s to early '90s, you are old enough to remember the dot-com bust of the early 2000s and the crushing bear market of 2007-09. This may have given you an early negative view of equities; these events are clear examples of how risk plays a part in this type of investment.

The reality, though, is that most people planning for retirement need to build wealth in a way that outpaces inflation.

Equity investing offers a route toward this objective, one many investors have successfully taken. Directing your savings into equities can be helpful, because broadly speaking, you will not retire merely on the contributions you make to your retirement accounts. You will retire on the compounded earnings those invested assets achieve.

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.



MARK LUND

ZAKARIA

from previous page

His response was striking: "Well, I don't like them at all. But we shouldn't run away from our past. We did try to conquer Europe. We should always remember that."

Nothing can erase the horrors of World War II and the Holocaust. But modern Germany is the most powerful example of the idea that people can change, cultures can change, and that over time, redemption is possible, even for a nation soaked in blood.

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

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Report: Salt Lake market 10th in nation for high-tech job growth

A new report from CBRE Group Inc. ranks the Salt Lake City market 10th in the nation for high-tech software and services job growth. The report places the growth rate at 16.2 percent from 2012 to 2014.

The high-tech software services industry was the leading driver of U.S. office space demand, according to the report which analyzed the top 30 tech cities across the U.S. and Canada.

The CBRE report said that rapid and sustained growth in tech

has fueled demand for commercial real estate. This demand has been reflected in market indicators such as vacancy and rent growth. The office market rent growth rate in Salt Lake more than doubled, from 4.1 percent in the prior period (Q2 2012-Q2 2014) to 8.8 percent in the current period (Q2 2013-Q2 2015), earning Salt Lake City the No. 19 slot on the list.

Salt Lake is a current growth leader and is categorized as an expanding market, a market in

which vacancy is declining, rents are rising at a faster-than-average pace and new supply additions are underway or planned.

"Market expansion is very apparent in the south end of the valley," said Tab Cornelison, senior vice president of CBRE Group who specializes in leasing office properties. "Of the 1.3 million square feet of office space currently under construction, more than 50 percent is in the tech-driven south valley, which encompasses the Sandy

and Draper submarkets. And this expansion is being met with adequate demand — net absorption growth in the south valley area ranks fourth overall in North American markets, indicating that new commercial space is being filled."

From an investor's perspective, the report points out that Salt Lake City; Austin, Texas; Phoenix; and Portland, Oregon, offer further growth potential and are attractive to occupiers. Eli Mills, senior vice president and

investment properties specialist in the Salt Lake office of CBRE said, "Over the past several years, there have been a great deal of new organizations investing in the Salt Lake commercial market. Utah has a high level of venture capital funding, which indicates a healthy high-tech sector that is primed for continued growth. When combined with the strength of our economy, these factors are attracting a new pool of out-of-state investors who see the market's investment potential."

High-Tech Software/Services Job Growth Ranked by growth rate, 2012 to 2014

Rank	Market	2012 to 2014 Growth Rate	2011 to 2013 Growth Rate
1	San Francisco	42.7%	50.9%
2	Phoenix	42.7%	18.6%
3	Austin	33.0%	33.7%
4	Silicon Valley	27.0%	20.0%
5	Nashville	22.7%	29.6%
6	New York	22.6%	22.7%
7	Seattle	18.3%	17.0%
8	Indianapolis	18.0%	20.7%
9	Charlotte	17.3%	13.4%
10	Salt Lake City	16.2%	15.6%



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CALENDAR

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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. 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 nonmem-

bers. Registration is available at www.abcutah.org or emailing abc.utah@abcutah.org.

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.

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, 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, 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 indus-

try-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 non-members and guests. Details are at www.BOMAUtah.org.

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, 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 MainstreamUsersandCustomers." 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/tech-tuesday.php>.

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

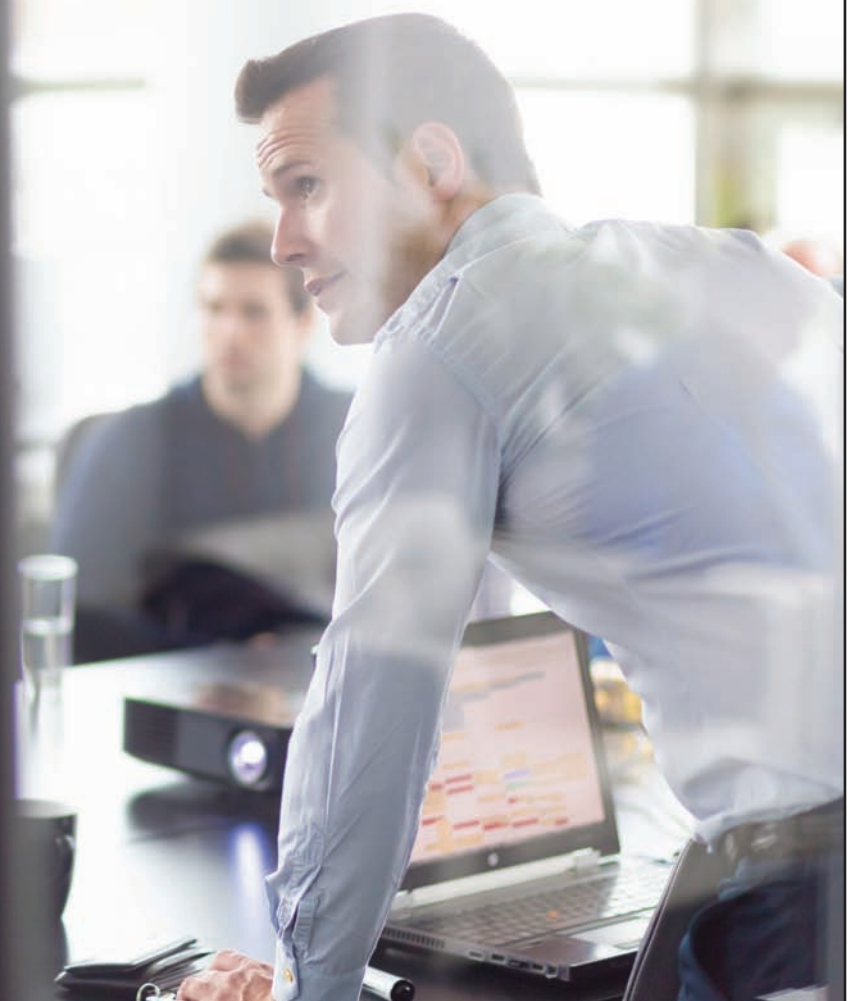
PTAC Symposium, presented by the Procurement Technical Assistance Center in the Governor's Office of Economic Development and designed to help in finding, bidding on and winning government contracts. Theme is "Looking Back, Looking Ahead: Celebrating 10 Years of Success." Speakers include Gov. Gary Herbert;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

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POACHING

from page 1

Larry Coughlin, general manager for Boeing Salt Lake, said at the third annual Manufacturing Summit, a Utah Manufacturers Association Event.

Coughlin said he and other peer company rep have been working with state government on developing a strong pipeline of workers for the industry, including better curricula in high school and middle school to get children interested in careers in the industry and influencing their parents to understand that manufacturing “actually is a pretty good way to have a career and have a sustainable living for your family.”

“That’s what we’ve been focusing on to really develop that whole pipeline of people so that we don’t have to do the churn between each other,” he said. “It’s really important to get that set up, and I think for the long-term view, that’s what you really have to do. Sure, there will be some short-term back-and-forth, right? But that’s not the long-term solution that anyone’s interested in.”

Susan Johnson, president of Futura Industries, listed several ways her company is try-

ing to retain its employees. They include starting an onsite medical clinic, having inexpensive health-care premiums, instituting weekly training, paying for employee spouses and children to attend college and employing workers’ teenage children during summers.

“And that’s done tremendous things for us,” she said of the teen summer work. “Rather than thinking of all the reasons we can’t do that, we thought, ‘Why not do that?’”

Johnson said Futura believes in nepotism — “to the max” — and rewards employees who bring in family members who work and stay at the company.

“What we’ve found is, people are very proud to work there, [and] they’re not going to bring a family member that doesn’t represent them well. That’s worked quite well for us,” she said.

She acknowledged that Futura loses employees from time to time — those poached by another company or who left to seek more money — “and they come right back, saying, ‘I had no idea.’”

“It’s important to focus on retaining your people and it doesn’t matter how small you are. Someone who feels that they’re critical to the missions’ execution and that they have a home there, really has no reason to leave.”

John Dudash, president

and chief executive officer of MityLite, said his company has created a scholarship program as a way of investing in employees’ skills enhancement.

“The more you invest in your people, clearly, the more loyalty you’ll get from them and the more quality performance you’ll get, and then it’s up to leadership to perpetuate that,” he said. “You’ll always have a problem with skilled workers ... but the short answer is ‘development,’ no doubt about it.”

Todd Bingham, president of the Utah Manufacturers Association, said a UMA long-term project is its “Made In Utah” campaign, which has the catch line “What Utah makes, makes Utah.” He said the public needs to understand that manufacturing is 20 percent of the overall economy and that everything “from doughnuts to diapers to rockets to climbing gear to medical devices to food” are the result of manufacturing.

“Sometimes today’s generation doesn’t understand that all those things have to be made before you can purchase them,” he said. Children and their parents need to understand that “the products they like to use have to be made first and that it’s a great industry for them to work in. That

sounds like a monumental task, and it is a little bit, but we’re working on that.”

Another audience question focused on what academia can do to help manufacturing companies. Bingham said it comes down to four words: “Critical thinker/problem solver.”

“For years and years and years, we’ve focused so much on curriculum that sometimes I think we get lost in that part of, how do we help these students become that critical thinker, see a problem and figure out what it is.”

One UMA program features seventh- and eighth-grade students looking at a consumer product, understanding why it works and considering ways to improve it. Along the way, they apply math, science and technology, he said.

“The funny part is, generally in seventh and eighth grade, they don’t even realize they use those. And they’re saying, ‘Wait a minute. Now, all of the sudden I’m using those qualities, those things that I learned in sixth grade that I thought were horrible, or seventh or eighth,’” he said.

Other panelists suggested that young people could benefit from not just learning practical skills but also teamwork and improved communication skills.

“Communicating and work-

ing interdependently,” Johnson said, “because it doesn’t matter how robust of an individual contribution skills you bring to a business. If you can’t work in an interdependent manner, you usually don’t get the outputs that you need.”

Dudash stressed that the industry needs to work symbiotically with academia to “create an environment where we produce what we need” rather than poaching employees. Scholarships and specific program could meet general or specific needs, he added.

“We do have this challenge of finding skilled workers. We do have — in a very, very strong economy — the challenge and threat of poaching from one another, [and] some sort of directed, collaborative initiative between academia and business makes a heck of a lot of sense.”

“I think we’ve seen a lot of tremendous strides in that over the last couple of years,” Bingham replied. “I’ve had more visits with academia and industry over the last number of years than we’ve had historically. ... The more we collaboratively work together, the better we can figure out specifically how to bring those kids out of school and get them directly into the workplace. I think we’re making strides there.”



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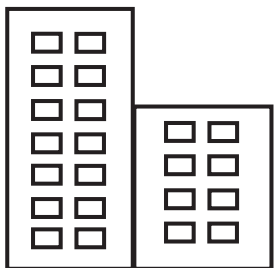
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Office Space • 6100 S. Fashion Place Blvd • Murray
Up to 38,000 sq. ft. available. \$17 sq. ft.
Call Andy at (801) 706-7845



Office & Warehouse Space • 545 W. 700 S. • SLC
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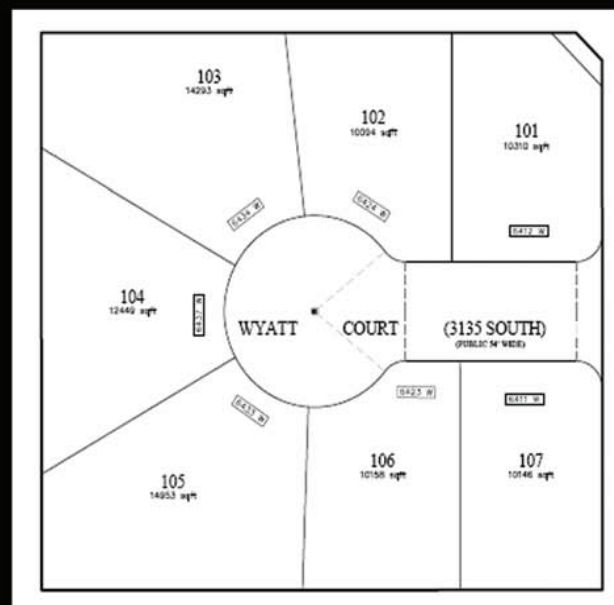
WYATT ACRES

7 Paper Lots West Valley City

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

Lots available from 10,000-15,000 square feet

\$315,000



Call Adam Nash - Principal Broker - 801-580-1428 - Growth Aid LLC adam@growthaid.com



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

End of Summer Specials!

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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!**

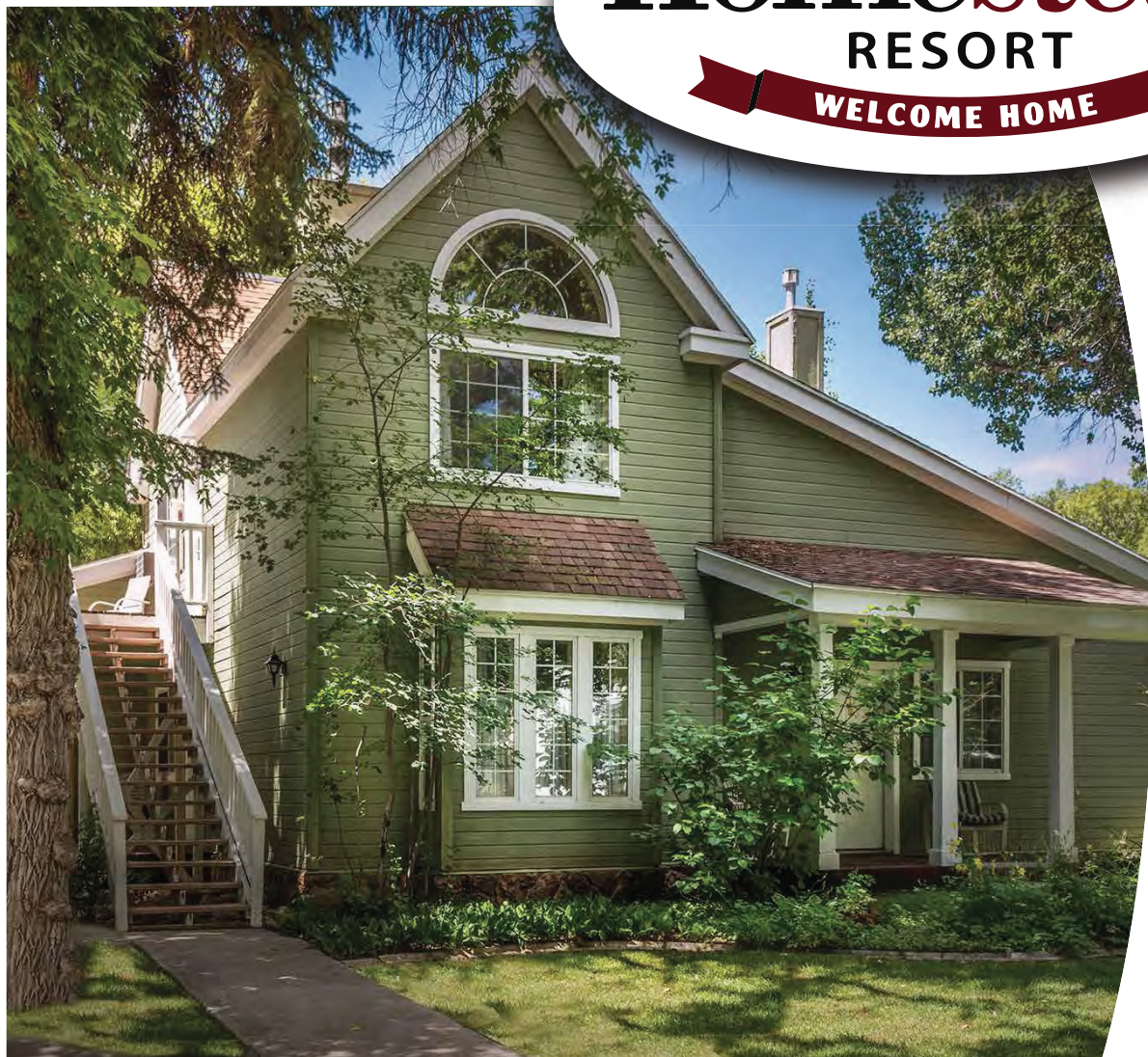
Subject to availability and change certain restrictions may apply.

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