

Focus

LAW

Section F

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Gov. Gary Herbert fields questions at a news conference last week following the announcement that he had named Val Hale (left) to head the Governor's Office of Economic Development.

Guv tabs Hale to head GOED

An executive with deep Utah County roots is taking over the top administration position at the Governor's Office of Economic Development (GOED).

Val Hale, an Orem resident with ties to the Utah Valley Chamber of Commerce, Brigham Young University and Utah Valley University, was appointed by Gov. Gary Herbert as executive director of GOED. Hale starts work at GOED on Monday (Aug. 4).

Hale succeeds Spencer P. Eccles, who was director the past five years. Sophia DiCaro, who had served as interim executive director, will remain with the agency through the transition before leaving to turn her full attention to her campaign for District 31 of the Utah House of Representatives.

"There is no better place in America to do business than in our great state, and there is no governor more committed to promoting economic development than Gov. Herbert," Hale said. "I am honored to serve

the people of Utah and the business community in this new role and I am excited to continue advancing Utah's economic vitality with GOED's impressive team and partners."

Herbert described Hale as "a man of extraordinary experience, talent and drive, with a unique background in economic development, marketing, public relations, international affairs, government and community relations. I have full confidence in his capabilities and I know he is ideally suited to build on Utah's substantial economic development momentum."

Hale's career includes working 22 years in the BYU athletic department, including as athletic director. He was involved in efforts resulting in the construction of Miller Park, the Student Athlete Building, the Indoor Practice Facility and the Legacy Seats in LaVell Edwards Stadium.

see HALE pg. 5

Employment is driving factor in Utah optimism

Utah consumers have a rosy outlook for the future economic conditions in the state. Optimism regarding the labor market was a major factor as the Zions Bank Utah Consumer Attitude Index (CAI) increased 6.6 points to 104.9 from June to July, landing at an all-time high. Utah's CAI broke the 100-point barrier for the first time in April, and July marks the first time since that it has surpassed that threshold. Utah's CAI has improved 19.4 points over the past 12 months. By comparison, this month's national Consumer Confidence Index (CCI) increased 4.5 points to 90.9.

Utah's unemployment rate decreased from 3.6 percent in May to 3.5 percent in June and has now decreased 1.1 percentage points over the past year. The percentage of Utahns who think jobs in their area are "plentiful" rose to 32 percent, up one percentage point from June and up 11 percentage points year-over-year. In addition, looking ahead six months, the percentage of Utahns who believe more jobs will be available in their area increased five points to 29 percent in July.

Utahns were also more likely to believe their future household income would increase, with the percentage expecting an increase jumping from 29 percent to 34 percent. As more jobs are added to the economy, both in the nation and in the state, expectations about future job security, labor conditions and household income are likely to continue to rise.

The Present Situation Index, the sub-

see CAI pg. 3

Mid-size businesses must wait for Avenue H

Brice Wallace

The Enterprise

Utah businesses with 51 to 100 workers apparently will miss out on early participation in the state's Avenue H health insurance marketplace.

Tanji Northrup, assistant commissioner at the Utah Insurance Department, recently told a legislative group that a new window for filing information from insurers for the 2015 plan year — a window established in the Affordable Care Act (ACA) — leaves

Utah "a little too late" to add mid-sized companies to Avenue H in 2015.

Avenue H currently is available to companies with up to 50 eligible employees. In 2016, it will be expanded to companies with 51 to 100 employees, but Utah was considering whether to advance the participation by those mid-sized companies a year early.

Northrup told the legislature's Health Reform Task Force at its July meeting that the state could move up the expansion to mid-year 2015. However, she said, insurers would be put at risk "because any plan introduced mid-year would possibly open them up to some open-enrollment opportu-

nities that they may not be wanting."

"We can do some stuff, but it's going to be really dirty and messy," she said.

"Yeah," committee cochairman Rep. Jim Dunnigan, R-Taylorsville, joked, "we really need a little more dirt and mess to go along with what we already have."

Patty Conner, Avenue H director, said mid-sized companies have expressed interest in participating in the exchange.

"We get requests for groups to join us, and those groups are in that mid-sized employer group that would be under 100.

see AVENUE H pg. 5



Utah tops pro-business list for 3rd year

If you want to find a state that stands above the rest in pro-business factors controlled by state government, come to Utah. For the third consecutive year, Utah has been recognized as the top pro-business state by Park Ridge, Illinois-based Pollina Corporate Real Estate.

Brent Pollina, vice president of Pollina and co-author of the 2014 study, said Utah is a symbol of economic growth that other states should emulate.

"Under Gov. Gary Herbert's leadership, Utah has held the top position for the third year in a row. In 2005, Utah ranked No. 23 and by 2012 it ranked No. 1 moving up in rank 22 places in only seven years," Pollina said. "Utah is a great example of what enlightened and motivated political leadership can accomplish with a solid plan. Like the early Utah pioneers, the recent political leaders of Utah have relied on their own 'industry' to prosper."

The ranking is based on 32 factors that originate with state government. The factors used to evaluate states include taxes, human resources, education, right-to-work legislation, energy costs, infrastructure spending, regulatory environment, workers compensation laws, economic incentive programs and economic development efforts.

Utah scored highly in high school and college completion, unemployment rate and workers compensation, to name a few. The state also scored very strongly across all tax categories. Pollina noted some areas where Utah can still improve, such as teacher compensation, incentives and college funding per student.

"Cultivating an environment where businesses can thrive has been a significant focus of our economic development efforts," said Herbert. "It's one thing to win once, but to consistently rank in the top spot shows something special is going on here."

The Pollina Top 10 Pro-Business States for 2014 are, in order: Utah, Wyoming, Nebraska, Virginia, Kansas, North Dakota, Indiana, Missouri, South Carolina and South Dakota.

The study, generally considered the most comprehensive, unbiased and unvarnished by the economic development industry, is the "gold standard" for evaluating and ranking states for a pro-business atmosphere.

The 2014 ranking marks Pollina's 11th year of the study.

Wasatch Co. declared disaster area

The U.S. Department of Agriculture (USDA) has designated Wasatch County as a primary natural disaster area due to a recent drought.

"Our hearts go out to those Utah farmers and ranchers affected by recent natural disasters," said Agriculture Secretary Tom Vilsack. "We're telling Utah producers that the USDA stands with you and your communities when severe weather and natural disasters threaten to disrupt your livelihood."

Farmers and ranchers in Duchesne, Salt Lake, Summit and Utah counties also qualify for natural disaster assistance because their counties are contiguous.

The designation makes all qualified farm operators in the designated areas eligible for low interest emergency (EM) loans from USDA's Farm Service Agency. Farmers in eligible counties have eight months from the date of the declaration to apply for loans to help cover part of their actual losses.

Method buys L.A. PR firm

Salt Lake City-based public relations firm Method Communications has acquired Los Angeles-based Kindling Communications, a technology-focused boutique public relations agency. This acquisition marks Method's expansion into Southern California.

As part of the acquisition, Carolyn Guss, founder of Kindling Communications, will join Method's management team as general manager for the company's Los Angeles office and will focus on continuing the agency's develop-

ment in the region.

"With a strong client base in L.A., this acquisition and the addition of Carolyn to our executive team is the logical next step in our agency's aggressive growth strategy," said David Parkinson, CEO and co-founder of Method. "Our Bay Area business continues to skyrocket, and since opening an office there we have added even more dynamic clients to our portfolio and delivered tremendous results."

Search begins for education head

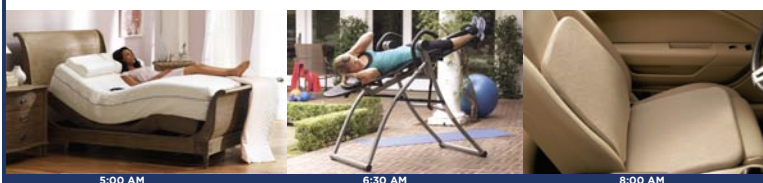
Executive search firm SEARCH Group Partners (SGP) has been retained by the Utah State Board of Education to lead in its search for a new state superintendent of public instruction. Dr. Martell Menlove, the current state superintendent, announced his retirement in March. The position oversees a staff of nearly 1,100 employees and is responsible for the distribution of more than \$3 billion to district and charter schools.

As the principal executive officer of the State Board of Education, the superintendent directs the work of the Utah State Office of Education and assists the State Board of Education in oversight of the Utah State Office of Rehabilitation and the Utah Schools for the Deaf and the Blind. The state superintendent acts as the liaison to the governor, state legislature and other stakeholders on behalf of the State Board of Education.

"The work of the next state superintendent will affect the lives of hundreds of thousands of Utah students. One of our most important responsibilities as a board of education is in hiring a new superintendent," said state board member Jefferson Moss, who chairs the Superintendent Search Committee. "We are pleased to engage the services of SEARCH Group Partners to help us conduct an expert, nationwide search for this crucial position. SEARCH Group Partners will conduct vital work in helping us to broaden the pool of quality candidates and in ensuring we find the very best person for this job."

The initial search is expected to take approximately six to eight weeks, after which SGP will turn over to the Board of Education the names of at least six qualified candidates who will be reviewed in addition to others who have also applied.

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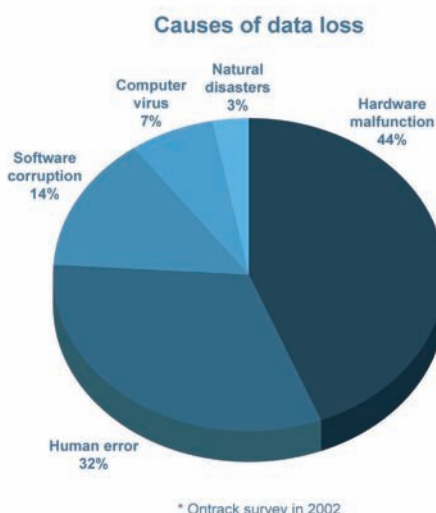
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Bankers Association elects officers

The Utah Bankers Association has elected Kelvin L. Anderson, president & CEO of Optum Bank as its chairman for the 2014-2015 term. Jill Taylor, district president of KeyBank Utah, was elected first vice chairman and Craig White, president and CEO of Utah Independent Bank in Salina, was elected second vice chairman.

Anderson has been with Optum Bank since January 2008. Prior to joining the bank, Anderson was chief operating officer and chief financial officer of Capmark

Bank and Escrow Bank USA. His experience encompasses more than 20 years in bank operations including finance and regulatory compliance as well as credit card payment operations. He also currently serves as the president of the Utah Association of Financial Services and vice president of the National



Kelvin Anderson

Association of Industrial Bankers. Both organizations support and promote the furtherance of industrial banks. He is a graduate of the University of Utah with a bachelor's degree in accounting. Taylor leads KeyBank's economic and community development efforts. She oversees the full range of KeyBank's financial services throughout the state of Utah. Previously, she served as senior vice president and district retail leader of the bank. White became president and CEO of Utah Independent Bank in 1995. He has been serving on the Community Bank Advisory Board since 2007. He has been president of the Beaver Chamber of Commerce and a Boy Scout district commissioner. Newly elected board members are: Brad Baldwin, president and CEO of First Utah Bank; Randall Chesler, President of CIT Bank; Robert Garinger, president and CEO of American Express Centurion Bank; Richard Lake, president of Merrick Bank; Mark Packard, senior executive vice president of Central Bank; and Katie Spratling, executive vice president of Holiday Bank & Trust.

CAI

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index of the CAI that reflects how consumers feel about current economic conditions, increased 1.5 points to set another new all-time high of 103.4, eclipsing last month's index of 101.9 points. The Present Situation Index has increased 19 points over the past 12 months and has steadily increased each month from April to July. The Expectations Index, the sub-index of the CAI that reflects consumers' expectations for economic conditions six months from now, experienced its biggest month-to-month jump since November of last year, increasing 10.1 points from 95.8 in June to 105.9 in July. The Expectations Index has increased 19.6 points over the past 12 months.

Part of the strong improvement in the Expectations Index can be attributed to more positive opinions regarding the handling of economic policy by both the state and federal governments. The percentage of Utahns who think the federal government is doing a good job in taking steps to improve the overall economy of the U.S., while still extremely low, increased from 8 percent to 10 percent. Likewise, the percentage of

Utahns who believe the state is doing a good job increased two points to 39 percent. Further evidence that confidence in the economy is increasing is demonstrated by the percentage of Utahns who believe the U.S. economy will improve in the next 12 months, which increased from 21 percent in June to 25 percent in July.

On the other hand, Utahns became slightly less certain about their personal wealth in July. Fewer Utahns expect prices of homes comparable to theirs to increase, dropping from 64 percent in June to 61 percent in July. Utahns were less confident in their ability to maintain their current living standards in retirement. Those who stated it is likely or very likely they will be able to retire and maintain their living standards decreased three points to 33 percent from 36 percent. "Improvements in the labor market have had a significant positive impact on the health of Utah's economy," said Scott Anderson, president and CEO of Zions Bank. "Businesses continue to relocate to and expand in Utah. We expect tremendous benefits, both now and in the months and years to come, as more and more businesses take advantage of the remarkable resources Utah has to offer."



C3 begins SLC expansion

Florida-based C3/CustomerContactChannels has announced plans to expand its Salt Lake City operation by up to 1,000 employees by the end of 2014. The company is currently interviewing and hopes to fill 500 jobs immediately.

C3 is a worldwide provider of customer contact strategies and solutions and services the healthcare, financial services, telecommunications, energy and utilities, media, travel, hospitality and government services industries.

The new positions will consist of customer service representatives, benefits advisors, sales representatives and trainers, according to a release from the company. Many of the positions will require a Utah health and disability insurance license and C3 will pay for training and licensing for those new employees that do not already have the credentials.

Agents will counsel consumers on health plans offered by the company's national health insurance client. Once licensed, agents will earn \$16.50 per hour. C3 has been conducting career expos and invites interested people to apply online at jobs.c3connect.com.

"We are looking for applicants who like dealing with people, learning new things and who fit our corporate culture," said C3 director of talent acquisition Denise Murray.

In addition to its Salt Lake operations, C3 has call centers in Arizona, Idaho, Nevada, Oklahoma and Texas as well as Bulgaria, China, Guatemala, India, the Philippines and Scotland.

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Integer leadership? Maybe successful management comes down to simple math

Is leadership a mathematical concept? Can the variables of what makes a successful leader be defined in one simple formula? After decades of observation, I have come to the conclusion the answer is, "yes."

Growing up, I used to enjoy the weekly period in the elementary school library. That one small room held all the answers to every ques-



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tion I could come up with. I found myself absorbed with the section coded 921 in the Dewey Decimal System. For those from a more current generation, the 921s were the biographies. I recall reading all of them. I devoured the books on Kennedy, Washington, Lincoln, Roosevelt, Lee, Eisenhower and other political and military leaders. I also was captivated by books on business

leaders. My favorite was one on F.W. Woolworth. Looking back, I always have been fascinated by what makes a good leader.

My conclusion on what creates a great leader is profoundly simple. Successful leadership, the ability to attract and motivate followers, comes down to one word: integrity.

In his excellent book *Aspire*, author Kevin Hall uses etymology to define 11 key traits of successful people. His book defines integ-

rity with its Latin root, integer. Integer is a mathematical concept meaning a whole number with a value that is rational and does not vary. *Roget's Thesaurus* tells us the opposite of integrity is duality, polarity, two-facedness and ambiguous.

In a review of leaders that have stood the test of time and are universally admired, it is often said that they were known for being principle-driven and that it was clear what they stood for.

Interestingly enough, this does not mean they followed the rules all the time. Honest Abe Lincoln determined that the Emancipation Proclamation was not quite legal, nor within his defined constitutional powers, but it was the right thing to do.

In large degree, the issue with many leaders is they say one thing, do another, or worse, change what they do based on polls. In acting this way, the leaders appear to be manipulative, self-serving and just plain dishonest.

Having integrity also means leading consistently. A lack of consistency does not need to be confused with the ability to change or grow. Leaders must act with changing circumstances — to roll with the punches. Consistency requires being honest always. Leaders cannot try to fool their people, exploit them or otherwise hoodwink them. The Center for Creative Leadership in Greensboro, North Carolina studied 21 derailed executives and compared them to 20 successful executives. Despite their significant strengths, one error, when committed, always led to their downfall. The unforgivable sin cited by the researchers: betraying a trust.

One of my key mentors, my grandfather, would tell me that a liar was worse than a thief because a stolen item could be replaced, but trust cannot. He went on to teach that lying was more work than simply telling the truth. Think about it; When a web of deceit begins, it must be maintained without a crack. In short, integrity takes less work.

Research shows that the No. 1 reason people leave organizations is not inadequate pay or benefits. It is the relationship they have with the company leadership. It is vital that leaders lead with integrity. They remain whole and consistent with their word.

Having integrity is deeper than how you are perceived and how you act around others. It is based on your inner integrity: are you honest and true to yourself. In "Hamlet", Shakespeare wrote, "This above all: to thine own self be true, And it must follow, as the night the day, Thou canst not then be false to any man."

Be who you are. Be an integer. *Esse quam videri!*

Russell Lookadoo is the president and chief strategist for HRchitecture, a consulting firm specializing in helping business leaders accomplish their goals by effectively using their teams. He also owns The Alternative Board practice in Utah.



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HALE

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He also held several positions at Utah Valley State College as it transitioned to Utah Valley University. He was assistant vice president for external affairs starting in 2005 and advanced to vice president of advancement in 2010 and vice president of university relations in 2012. He oversaw legislative affairs, marketing, public/media/community relations, fundraising and external activities, among others, including serving as the university's legislative liaison and supervising economic development activities.

Most recently, Hale served two years as president and chief executive officer of the Utah Valley Chamber of Commerce, where he led the local business community's efforts to address issues such as air quality, regional economic development and branding initiatives.

"The chamber is losing a great leader today," said Nathan Hyde, the chamber's chairman and senior counsel at IM Flash. "During his tenure as president and CEO, Val transformed the chamber into a stronger and more relevant voice for the business community. ... Gov. Herbert made an excellent choice in appointing Val as his new executive director of GOED. Though he will be greatly missed at the chamber, we congratulate

Val and know he will have a great impact that will benefit the business community and all citizens of the State of Utah."

"Val has to take credit for some of the magic that's happening in Provo," said Provo Mayor John Curtis. "He's been a loud economic cheerleader that's made it enticing for our business community to rally around and support the city's direction. On a personal level, I will miss his friendly voice and predictable smile in meetings. That might be the biggest adjustment as the chamber moves into another phase."

Hale's tenure at the chamber featured a reshaping of its governing bodies, including the establishment of the Executive Roundtable, consisting of 25 top Utah Valley CEOs; the Board of Governors, consisting of 75 top business and civic leaders from throughout the valley; and the Regional Advisory Board. The chamber has experienced record revenue and membership growth in each of the last two years.

"Val Hale is a winner in everything he does," said Jim Evans, chief operations officer at Xactware Solutions Inc. "I worked closely with him while serving as the mayor of Orem and experienced firsthand his passion for championing a strong and supportive business climate. His integrity, positive influence and leadership get things done. Gov. Herbert hit another home run in selecting

Val Hale to lead Utah's economic development efforts."

"Val Hale brings great creativity and energy to every assignment he undertakes, including making his influence felt as CEO of the Utah Valley Chamber of Commerce," said Steven J. Lund,

chairman of Nu Skin Enterprises. "He understands business and will be an effective, creative and highly charged force for economic development in the state of Utah."

Under Hyde's direction, the chamber's board of directors will begin an immediate search

for a successor. The chamber's executive vice president, Donna Malikovic, will oversee the day-to-day operations in the interim.

Hale holds a master of arts in communications from BYU. He and his wife have three children and 11 grandchildren.

AVENUE H

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So every week, we get inquiries coming in: "When can we be able to participate in Avenue H?" she said, adding that Avenue H has the technology to handle the larger number of participating companies.

The task force took no action on the matter in July, but Conner suggested a pilot program with perhaps 10 to 20 groups "so we can flesh out what is this going to look like in 2016."

The pilot program would help Avenue H, the Insurance Department and insurance carriers figure out "what the rating might look like, what those plan designs might look like, if we're going to offer some different plans or if they will be exactly the same plans, so that we don't have a big confusion next year when we roll this out in 2016," she said.

One item that will need to be ironed out is the definition of "small employer" as it relates to

healthcare coverage. Utah defines it as companies with up to 50 eligible employees, while the ACA uses a simple employee headcount. Utah will need to decide if it wants the "eligible" modifier continued when the mid-sized companies begin participating in Avenue H.

Dunnigan said he likes the current Utah definition. A large restaurant chain might have 400 employees and therefore seem to fit into the "large employer" category, but most workers would be part-timers and few would be eligible for health insurance, making it a better fit as a "small employer."

Dunnigan wondered about the impact of mid-sized companies joining Avenue H. He mentioned that some companies have grandfathered plans that are non-ACA-compliant. Moving them to compliant plans would result in large rate increases and keeping them in non-compliant plans would result in smaller increases.

"Some groups are winners

under the community rating, some are losers ... but fortunately the federal government is allowing the flexibility and our state's allowing the flexibility, at least as of now, to keep those non-ACA plans at a much lower cost," he said.

"So, there's more to it than just saying we want to expand [with] 51 to 100 [employees]. There's going to be a fair number of groups that are going to see significant rate increases if we made them go to this community rating ahead of time."

He also speculated that having the mid-sized market subject to a community rating will prompt healthy groups to leave the fully insured market and opt instead for a self-funded or partially self-funded system in order to escape certain ACA requirements.

Their departure from the fully insured market "leaves the sicker, less-healthy groups in the fully insured marketplace and we'll see the healthier groups, at least some of them, exit and that gives us a very poor risk pool," he said.

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Industry Briefs

ACCOUNTING

• **Ernst & Young LLP** recently promoted **Howard Stoker** and **Mark Peterson**, both based in its Salt Lake City office. Stoker was



Howard Stoker



Mark Peterson

promoted from senior manager to partner. He is a member of Ernst & Young LLP's assurance practice, where he serves clients ranging from development-stage companies to large multinationals in the technology, biotechnology and consumer products markets. Stoker holds a bachelor's degree in accounting from Weber State University and a master's degree in accountancy from the University of Utah. Peterson was promoted from senior manager to executive director. He is a member of Ernst & Young LLP's assurance practice, where he serves clients in a number of industries, including technology, home security, solar energy, manufacturing, utilities, business consulting and life sciences. He joined the firm's Salt Lake City office in 1998. Peterson holds a bachelor's degree in accounting from Weber State University and a master's degree in business administration from the University of Utah.

ASSOCIATIONS

• New leadership recently was elected by more than 300 judges and attorneys of the **Utah State Bar** at its annual summer convention. **James D. Gilson** is the new president. Gilson, who has served on the



James Gilson

Board of Bar Commissioners since 2008, is a shareholder at the Salt Lake City firm Callister Nebeker & McCullough, where he is the chairman of the firm's litigation section. He practices general business litigation, including banking, contract, intellectual property, securities, employment, unfair competition, real property and probate disputes. As a former assistant U.S. attorney in Utah, he also represents businesses and individuals in white-collar criminal defense matters. For the Utah Supreme Court, Gilson served as co-chairman of the Committee on New Lawyer Training and was a screening panel member of the Ethics and Discipline Committee.



Angelina Tsu

He also served as president of the Utah Chapter of the Federal Bar Association. **Angelina Tsu** was sworn-in as president-elect. Tsu is vice president and legal counsel at Zions Bancorporation. Prior to joining Zions, she practiced with Ray Quinney & Nebeker. She has served on the Board of Bar Commissioners since 2010, co-chaired the bar's Committee for Civics Education and served as president of the Young Lawyers Division, and she currently serves on several other boards. Tsu is the first minority woman president-elect. **H. Dickson Burton** of TraskBritt PC; **Heather M. Farnsworth** of Match & Farnsworth; and **Robert O. Rice** of Ray, Quinney & Nebeker were sworn-in as bar commissioners, representing the 3rd Division. **Herm Olsen** of Hilyard Anderson & Olsen was sworn-in to represent the 1st Division.

• The **Utah Manufacturers Association** is accepting applications for its **Best Practice Awards**. Recipients will be notified in advance of the group's Manufacturing Summit, set for Sept. 11 at Salt Lake Community College's Miller Campus in Sandy. Awards will be made in categories of companies with one to 50 employees, 51 to 200 employees, 201 to 500 employees, and 501 or more employees. Each company may apply for two of the best practice award categories. The application deadline is Aug. 20 at 5 p.m. Applications can be emailed and more information can be obtained by emailing uma@umaweb.org.

BANKING

• **Zions Bancorporation**, Salt Lake City, announced that its board of directors has declared a regular quarterly dividend of 4 cents per common share. The dividend is payable Aug. 28 to shareholders

of record Aug. 21. The board also declared the regular quarterly cash dividends on the company's various perpetual preferred shares. The cash dividends on the Series A, F, G, H and J shares are payable Sept. 15 to shareholders of record Sept. 1. The Series I cash dividends are payable Dec. 15 to shareholders of record Dec. 1.

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CONSTRUCTION

• **Wheeler Machinery** has been named a SITECH technology dealer in Utah, several counties in Wyoming and counties in the Grand Canyon National Park and Lake Mead recreation area of northern Arizona by **Trimble**. **SITECH Intermountain** will serve heavy civil construction contractors involved in earthmoving applications such as the construction of roads, highways, railways and airports as well as site prep for large commercial, industrial and residential projects. Dealers represent Trimble and Caterpillar machine control systems for the contractor's entire fleet of heavy equipment, regardless of machine brand, along with Trimble's portfolio of technology solutions.

• **Sinc Constructors Co.**, a Centerville-based landscape construction company, recently moved locations. Its new offices are at 1299 W. 75 N., Centerville. The new location will accommodate the growth and expansion the company is currently experienc-

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ing. Among the company's recently completed projects are at the Cottonwood Country Club, First Unitarian Church and Restaurant Depot.

ECONOMIC INDICATORS

• **Heber City** has been ranked eighth on the list of the top 10 small towns in 2014 by **Livability.com**. The company said the cities "provide beautiful locales that inspire both creativity and activity, and they offer unhurried atmospheres, authentic character and characters, cultural gems, fantastic outdoor settings and the uncommon ability to change lifestyles, shift points of view and nourish souls with simple pleasures." To compile the list, editors analyzed data using metrics from Esri, looking at cities with populations under 20,000. The 41 data points included cost of living, healthcare spending, racial and socioeconomic diversity, adult obesity, crime, civic engagement, air quality and natural amenities. Heber's low crime rate, good schools and excellent healthcare system attract families to the area and help the town lay claim to the highest growth forecast on the company's list, **Livability.com** said. The top small town on the list is Los Alamos, New Mexico.

ENERGY/NATURAL RESOURCES

• **Questar Corp.**, Salt Lake City, announced that its board of directors has approved a 19-cent quarterly common stock cash dividend. The dividend is payable Sept. 8 to shareholders of record Aug. 15. The amount is the same as for the previous quarter and represents the company's 279th consecutive dividend.

PHILANTHROPY

• **Brighton Bank, Control4**, the **Bleeding Hearts Foundation** and **Wadsworth Construction** teamed up to sponsor the fifth annual **Pioneer Day BBQ to Feed the Homeless** on July 24. Brighton Bank and Control4 provided the food and water. The event fed the homeless during the holiday, when shelters were closed. During this year's event, more than 1,300 hot dogs were served along with chips, granola bars and drinks. There were also 100 feminine hygiene kits, 200 quick clean kits and 250 pairs of flip-flops distributed, along with gently used clothing. A group of approximately 50 volunteers cooked, handed out food and clothing, restocked supplies, provided a face and ceramic painting station and entertained the crowd with live guitar music, singing and a string quartet.

REAL ESTATE

• **Coldwell Banker Residential Brokerage** has named **Brett Naisbitt** as manager of the company's South Ogden office and hired **Tiffany West** as a sales associate in its Draper office. A 10-year residential real estate veteran, Naisbitt will oversee a sales



Brett Naisbitt



Tiffany West

team of more than 50 independent affiliated agents assisting buyers and sellers in Weber and Davis counties. Naisbitt began his real estate career as an affiliated agent in Coldwell Banker Residential Brokerage's South Ogden office, where he worked for six years. Most recently, he was an agent at Prudential Realty, where he also served as a trainer and coach for three years. West will specialize in residential sales in Salt Lake and Utah counties. She previously worked at Keller Williams St. George. West also is working on her AA degree in business from Salt Lake Community College and will be enrolling in the Quantum Journey to Mastery Program offered by Coldwell Banker.

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RECOGNITIONS

• The **Utah Bankers Association** has presented **Louise P. Kelly** with its highest honor, the **Distinguished Banker Award**. Kelly is president and chief executive officer of EnerBank USA. The award recognizes Kelly's active leadership in Utah's and the nation's banking indus-



Louise Kelly

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Industry Briefs

try and her exceptional community service. The presentation was made at the association's annual convention. Kelly is the founding executive of EnerBank USA, established in Salt Lake City in 2002, as the only bank in the country to exclusively serve the home improvement lending market with unsecured loans. EnerBank has become a nationwide bank serving more than 90,000 customers. The bank has a staff of more than 200, deposits exceeding \$700 million, and loans are \$800 million on a constantly turning balance sheet of 12-month loans. Kelly has been chairman of the Bankers Association, president of the Utah Association of Financial Services, and vice president of the National Association of Industrial Bankers. She recently was invited by the American Bankers Association to take a seat on its Government Relations Council. She has been an active volunteer, mentor and board member at People Helping People, a nonprofit organization dedicated to reducing the number of children living in poverty by teaching low-income women how to earn a living wage.



James Shumate

• The **Utah State Bar** presented several honors at its recent annual summer convention. **James L. Shumate** was named **Judge of**

the Year. He became a district court judge in January 1992 and serves Beaver, Iron and Washington counties. He is a past member of the Governor's Substance Abuse and Anti-Violence Coordinating Council, worked on the formation of the Washington County Domestic Violence Coalition, presided over the creation of the Washington County Drug Court and managed the Drug Court calendar in the District Court for Washington County for more than 13 years. He served as the presiding judge of the Fifth District on three different occasions. He retired from active service on March 31 and assumed senior judge status after 23 years on the bench. **Charlotte L. Miller** was named **Lawyer of the Year.** She is the senior vice president of people and great work at O.C. Tanner Co., where she leads the human resource team and other support teams and serves as assistant general counsel. She served as president of the Utah State Bar in 1997-1998 and served in several roles on various commissions and task forces and in several programs. The **Young Lawyers Division** received a **Special Service Award.** The **Civics Education Committee**, which provides for a special curriculum emphasizing



Charlotte Miller

separation of powers and coordinates judges and lawyers teaching in schools throughout the state on Constitution Day, was named **Bar Committee of the Year.** The **Intellectual Property Section**, which provides legal educational for its 500 members, scholarships, and assistance with court rule and legislative bills, was named **Bar Section of the Year.**

RETAIL

• **H&M** (Hennes & Mauritz AB) has opened a store at The Outlets at Traverse Mountain, 3700 N. Cabelas Blvd., Suite 133, Lehi. The store, approximately 23,000 square feet, will offer items for men, women, and young women and men, with a "store within a store" sections for accessories, lingerie and maternity items. It also will carry items for children. The company offers a garment recycling program. Customers can donate old and unwanted pieces of clothing from any brand while in the store and receive a voucher for 15 percent of their purchase for each bag of donated clothing.

• **Sprouts Farmers Market** will open a 27,000-square-foot store Aug. 6 at 7 a.m. at 1785 E. Murray Holladay Road, Mill Creek. Sprouts is a grocery store offering fresh, natural and organic foods, including produce, bulk foods, vitamins and supplements, packaged groceries, meat and seafood, baked goods, dairy products, frozen foods, natural body care and household items. The

company has more than 15,000 employees and operates more than 175 stores in 10 states. Activities Aug. 6 include a ribbon-cutting ceremony, special events and giveaways. The grand opening celebration continues with activities Aug. 9-10 and Aug. 16.

SPORTS

• **Miller Sports Properties** has hired **Susan Goldsmith** as vice president of partner services and integration. She will lead the newly formed unit within the corporate partnership division that oversees sponsor fulfillment and activation for its eight business entities. Goldsmith has 20 years of experience in the sports industry, including management experience in sponsorship and marketing programs at 11 Olympic Games. She previously worked with the Olympic properties of the United States from 1998-2002; as director of business development, sponsorships and fundraising for the Utah Athletic Foundation from 2002-03; and as an account executive for the U.S. Ski and Snowboard Association from 1991-98. She comes to Salt Lake City after serving as managing director of partnership marketing at the U.S. Olympic Committee in Colorado Springs, Colorado, where she worked since 2003. The overall sponsor sales and service effort for Miller Sports Properties remains under the leadership of Chris Baum, senior vice president of corporate partnerships, joined by Greg Tanner, who serves as the vice president of corporate partnerships and business development. The new Partner Services and



Susan Goldsmith

Integration unit under Goldsmith also will work with marketing, community relations and public relations on sponsor initiatives and events.

• **ArbiterSports**, Sandy, has hired **Brenda Rees** as chief financial officer. Rees is a seasoned CPA, CIA and Ph.D. candidate in accounting who has served as CFO of Memorial Hospital of Carbon County, internal audit manager for the Catholic Healthcare Audit Network and accounting instructor at the University of Nebraska. Her areas of expertise include accounting, internal audit, administration and consulting. Rees holds a Bachelor of Science in Accounting and a Masters in Business Administration from Utah State University. Rees succeeds **Ellen Hodgson**, who recently announced her retirement.



Brenda Rees

TECHNOLOGY/LIFE SCIENCES

• **HotDocs**, with U.S. headquarters in Lindon, has appointed **Dave Lampert** as the president of its U.S. division. Lampert has 20 years of leadership experience in both legal and corporate markets. Much of Lampert's earlier career was at Wolters Kluwer and CCH, a Wolters Kluwer subsidiary. He served as chief executive officer of Wolter Kluwer's Asia Pacific region, in charge of more than 500 people in seven countries.



Dave Lampert

Jviation buys Creamer & Noble

Jviation Inc. of Denver, an aviation-focused planning, engineering and construction management firm, has acquired Creamer & Noble Inc., a St. George-based engineering firm that specializes in the aviation and municipal/transportation markets. The combination brings together two firms with similar customer service philosophies and industry-proven strategies and insight to help clients achieve their targeted goals.

"Jviation's acquisition of Creamer & Noble represents a natural fit, as both organizations share the same mission of providing high quality and personalized service to our clients," said J.D. Ingram, principal of Jviation. "Creamer & Noble's staff has a strong history of delivering exceptional engineering services to their clients

and they have expertise that both compliments and expands Jviation's current service offerings."

The transaction will enhance the company's existing resources in Utah, and accelerates the growth in the Utah market and expands the company's services to include the municipal/transportation market sector.

"Our combined team is known for their substantial industry experience and have a deep understanding of the complex issues our clients face and can help them implement credible, workable solutions to these issues," said Reed Noble, president of Creamer & Noble. "Our clients will immediately see the benefit of our joined forces and our enhanced capabilities."

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Salespeople have questions; here are Jeffrey's answers

“Jeffrey: As you suggest, my company is going to start filming client video testimonials. There will be some clients we would not invite to give a testimonial due to their less than stellar reputation in our community. What is the diplomatic response to such clients if they ask, ‘How come you didn’t ask me to do a testimonial?’ —Leonard”



Leonard: Dude, invite them. Feed them. Make them feel good. You don’t have to use their testimonial, but it doesn’t hurt you to shoot one with them. C’mon. Use your head. Why would you not invite somebody to your birthday party? Don’t you like birthday presents? Bring them. Best regards, Jeffrey.

“Jeffrey: What do you suggest as a follow-up after providing a prospect with quotes or offers? I don’t want to come across as pushy or put them on the defensive. —Anna”

Anna: Why are you giving them a quote anyway? Why aren’t you having a meeting with them? Why aren’t you sitting down with them to address what’s going to happen after they take ownership and make certain that productivity and profitability are maximized by you? Anybody that gives a quote and is waiting for an answer is a fool because they’re going to lose to somebody with a 10 cent lower price. Best regards, Jeffrey.

“Jeffrey: How do I overcome the ‘price issue’ when the retailer’s only concern is to buy a cheaper product so they can enjoy a fatter margin? —Walt”

Walt: Your premise is incorrect. The retailer wants to ring the cash register, not just have a fatter margin. If they’re selling crappy products at a high margin, eventually they’re going to get caught. In today’s world, you can’t do that anymore and it’s

because of one word: Amazon. Anything that anybody sells, trying to get a fatter margin than Amazon does, they’re going to get caught in two seconds. What you want is something the customer can win on value, and then go home and tell all their friends, “This is the best stuff I’ve ever had. You’ve got to go to Bob’s retail marketplace and buy it.” It’s all about reputation. It’s all about quality. It is not all about price anymore. Best regards, Jeffrey.

“Jeffrey: I’m new to the mortgage business after a 10-year career as a professional athlete. Since being hired two months ago, I’ve spent every available minute learning the seemingly endless amount of information that’s required to do this job correctly. I’m expected to do the daily tasks of loan originator for my company, but coming from zero experience, I’m also trying to learn along the way and not to mention learn how to sell at the same time. You say you must

become an expert at what you’re trying to sell to have any hope of future success, but what I’m selling requires loads of previously acquired knowledge and the ability to implement that knowledge in a world where the market is constantly changing. So, would it be in my best interest to put making sales on the back burner? —Mary”

Mary: No it would not, especially until you fully educate yourself about mortgage banking. Even if it takes months, NO. What you want to do is talk to people. People are not interested in a mortgage; people are interested in the home of their dreams. Make friends with people. Make them your fans. When you were a professional athlete you were inspired by your fans. Go get more fans, bring them into your stadium, have them sit in the front row or on the 50-yard line, or on the third base line right by the dugout, and talk to them about what they’re really

hoping for with their home. Get them to like you first.

You can do all that stuff in the background. They don’t have to know if you know or you don’t know. You only have to get them a mortgage that will help them move in to the home of their dreams.

Talk to people that already have mortgages. Talk to other people in the company. Get experience from others who already have the experience. Find somebody that likes you and find somebody that takes a liking to you and is willing to help you, but go talk to people. People are your answer. Make them fans. Best regards, Jeffrey.

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

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Calendar

August 5, 8 a.m.-noon

“Key Utah Employment Laws 2014,” an Employers Council event. Issues to be discussed focus on anti-discrimination, employment at will, right-to-work and other labor relation laws, employee reference immunity, E-Verify and immigration, payment of wages, weapons in the workplace, smoking, sexual orientation and gender identity, workers’ compensation amendments, distracted driving, employee Internet privacy, garnishments and healthcare. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for council members, \$209 for nonmembers. Details and registration are available at ecutah.org or by calling (801) 364-8479.

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

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$13. Details are at www.davis-chamberofcommerce.com.

August 6-9

Outdoor Retailer Summer Market, a gathering of retailers, manufacturers, industry advocates and media focused on the business of outdoor recreation through tradeshows, product demo events and web-based business solutions. Produced by Emerald Expositions. Location is the Salt Lake Convention Center. Details are at www.outdoorretailer.com.

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

“Water is Your Business,” a Salt Lake Chamber luncheon event. Water Committee will discuss water’s impact on Utah’s business environment and economic development efforts, as well as how Utah businesses are already leading out on making a difference. Location is Jordan Valley Conservation Gardens Park, 8275 S. 1300 W., West Jordan. Cost is \$25 for chamber members, \$35 for nonmembers.

August 7, 9 a.m.-2 p.m.

Tour of EnergySolutions’ Clive Processing and Disposal Facility, a Sandy Area Chamber of Commerce Women in Business event. Chamber members have the opportunity to see and learn about EnergySolutions’ Clive Disposal Facility. Dress is casual. Lunch and beverage provided. Location is EnergySolutions Office, 423 W. 300 S., Suite 200, Salt Lake City. Details are at sandy-chamber.com or by contacting Jill Wadsworth at jxwadsworth@energysolutions.com or (801) 649-2223.

August 13, 8:30-10:30 a.m.

“Export Documentation and Logistics,” a World Trade Center Utah event. Topics will include a review of common export documents, transportation documents, export compliance documents, and certificates of origin and their effects on customs clearance, and Incoterms. Speakers are Todd Rowley, director of international business development at Cap Logistics; and Steve Williams, logistics specialist at Cap Logistics. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. RSVPs can be completed by contacting Alia Giama at agiama@wtcut.com or (801) 532-8080.

August 13

“Setting Goals to Maximize Employee Performance” and **“Evaluating Performance to Maximize Results,”** a set of Employers Council (EC) events. “Setting Goals to Maximize Employee Performance” will be from 8-10 a.m. “Evaluating Performance to Maximize Results” is set for 10:30 a.m.-12:30 p.m. Location Aug. 13 is Bridgerland Applied Technology College, 1301 N. 600 W., Logan. Event will be repeated Aug. 14 at The Employers Council, 175 W. 200 S., No. 2005, Salt Lake City; and Aug. 19 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Cost per individual course is \$89 for EC members, \$109 for nonmembers. Cost for both courses is \$150 for EC members, \$190 for nonmembers. Registration form can be downloaded at http://ecutah.org/2014_tt_performance.pdf.

Aug. 13, 11:30 a.m.-1 p.m.

Power Connections Luncheon, a Sandy Area Chamber of Commerce event. Location is Red Corner China Diner, 46 W. 7200 S., Midvale. Cost is \$15 for chamber members, \$20 for guests. Details are at sandy-chamber.com.

August 13, 3-5 p.m.

Clean Tech Forum, a Utah Technology Council (UTC) event. Representatives from UTC member law firms will discuss aspects of the patent process. Location to be determined. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech.org.

Thursdays, August 14 - Sept. 11, 8 a.m.-4 p.m.

“Supervisory Skills Program,” an Employers Council event featuring five classes designed to provide supervisors with a thorough knowledge of contemporary skills to be effective in the workplace. Presenter is Van Potter. Location is Utah Law and Justice Center, 645 S. 200 E., Salt

Lake City. Cost is \$699 for EC members, \$849 for nonmembers. Details and registration are available at ecutah.org or by calling (801) 364-8479.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Speaker is Rebecca J. Dutson, executive vice president and chief development officer at United Way of Salt Lake. Location is USU Kaysville, 80 E. Sego Lily Drive, Kaysville. Details are at www.davis-chamberofcommerce.com.

August 14, 5:30-8 p.m.

14th Annual Women in Business Summer Social, a Salt Lake Chamber event. Social will include food, beverages, entertainment, a silent auction and vendor tables. Proceeds will support women’s programs at the Salt Lake Chamber through the chamber’s 501(c)(3) nonprofit organization, the Women’s Business Center (donations are tax-deductible). Location is Bill and Pat Community Hall, Spencer Fox Eccles Business Building, University of Utah, 1655 E. Campus Center Drive, seventh floor, Salt Lake City. Cost is \$55 (sponsorships are available). Details are at slchamber.com.

August 15, 8-10 a.m.

“Ireland: A Platform for Expansion into Europe,” a World Trade Center Utah event focusing on the benefits of doing business in Ireland. Presenters include Denis Magyer, senior vice president of Allied Irish Bank; Davis Evans, vice president of First/Names Group; and Garry Connolly, president of Host in Ireland. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. RSVPs can be completed by contacting Alia Giama at agiama@wtcut.com or (801) 532-8080.

August 15-16

25th Annual Great Salt Lake Kidney Kamp Truck Show. Event is organized by a nonprofit organization benefiting the Kidney Foundation of Utah and Idaho and working to improve the public image of the trucking industry. Donations enable more than 200 children who have kidney failure, are on dialysis or are awaiting a transplant to have a camping experience in the Utah mountains. Location is Thanksgiving Point, Lehi. Details are at www.saltlaketruckshow.com.

August 18, 7 a.m.-noon

Ogden Weber Chamber Golf Classic Tournament. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is

\$175 per player, \$700 per team. Details are at www.ogdenweber-chamber.com.

August 19-20

NAIOP 2014 Commercial Leasing CORE Course, for leasing agents, developers, asset managers, owners and those interested in better understanding the leasing process. Designed specifically for the Utah development community. Nine hours of Utah CORE Real Estate Continuing Education can be achieved by attending the entire course over two half days. Location is Ballard Spahr LLP Conference Room, 201 S. Main, Suite 800, Salt Lake City. Cost is \$125 for NAIOP members and \$175 for nonmembers. Full agenda and other details are available online. Registration can be completed at <http://bit.ly/2014NAIOPcoreCourse>.

Aug. 19, 11:30 a.m.-1 p.m.

“The Meaning of Wellness,” a Sandy Area Chamber of Commerce workshop. Presenter will be Camille Kennard, medical social worker, life coach and founder of Flourish Wellness Consulting. Location is Jordan Commons Office Tower, ninth floor, 9350 S. 150 E., Sandy. Free. Details are at sandy-chamber.com.

Aug. 19, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$13. Details are at www.davis-chamberofcommerce.com.

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

Small Business Forum, a Salt Lake Chamber event. First-ever quarterly event is designed to help improve the bottom lines for small businesses by highlighting best practices from peer companies. Featured presentation will be “Winning Web Strategies to Increase Sales,” presented by Asenath Horton, founder and principal at The City Launch, followed by a small-business panel. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

August 20, 3-5 p.m.

“The Perfect Plan to Make Social Media Work for You,” a Salt Lake Chamber event. Presenter is Cat Killfoil, president of the Social Media Club of Salt Lake City, head of brand strategy at Friendemic and blogger at Ski Utah. Location is the Women’s Business Center at the Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake

City. Cost is \$10. Details are at slchamber.com.

August 21, 10 a.m.-4 p.m.

Utah Solutions Summit, a Salt Lake Chamber event. Summit will be an opportunity for Utah business leaders and government officials to discuss the vast and uncertain regulatory burden under which businesses are required to comply. Event will feature two panel discussions in the morning: one focused on local regulations and featuring city officials, county officials and business leaders to discuss the relationship between regulation and economic development, and another focused on state regulation featuring state legislators, state agency representatives and other business leaders to discuss the same issues. Lt. Gov. Spencer Cox will speak to the group at lunch. Afternoon activities feature industry-specific working groups. Location is Little America Hotel and Towers, 500 S. Main St., Salt Lake City. Cost is \$25, with sponsorships available. Details are at slchamber.com.

Aug. 21, 11:30 a.m.-1 p.m.

Davis Chamber of Commerce Luncheon. Speaker will be Maj. Gen. H. Brent Baker Sr., commander of the Ogden Air Logistics Complex at Hill Air Force Base. Location is Northfront Business Resource Center, 450 S. Simmons Way Kaysville. Details are at www.davis-chamberofcommerce.com.

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

“Success is an Inside Job: Discovering the Proven Success Disciplines of High Achievers,” a Utah Technology Council (UTC) event. Speaker will be Tiffany Peterson, speaker, international coach and founder of The Lighthouse Principles. Location is Thanksgiving Point, Garden Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Details are at www.utahtech.org.

August 21, 6 p.m.

Business After Hours, a Sandy Area Chamber of Commerce networking event. Event will involve attending a Salt Lake Bees game at Smith’s Ballpark, 77 W. 1300 S., Salt Lake City. Details are at sandy-chamber.com.

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

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Peter Pillman, a partner with IBI Group, and Nick Duerksen, Sandy’s economic and redevelopment director, will present the Sandy City Master Plan. Location is Hyatt House, 9685 S.

Staffing Matters

Are you optimizing your most powerful resource - your talent?

The traditional methods for driving operational excellence in today's organizations are no longer enough. Because they are large, complex organizations, companies need a systemic approach to improvement — especially pertaining to human resources. The most effective companies have developed “blueprints” to make smart use of their human resources to reduce cost, increase profit, spur innovation and strengthen execution of their organization's core values.

Imagine a simple project such as building a house without a blueprint. Valuable time and money would be wasted organizing subcontractors or a general contractor to execute the plan. The end product would ultimately be a lower quality, while taking longer to complete and at a higher cost.

No one would build a house today without a blueprint and even though there is a cost to hire a general contractor, the project runs much more smoothly with both. With their expert knowledge, they

are able to select the most qualified subcontractors, ensure that they work together and make sure timelines and budgets are met.



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Utilizing a staffing company as your “general contractor” is a solid, strategic solution. Staffing companies today bring more than just a contingent workforce. They can provide a concrete system to make sure you are optimizing your most valuable resource: your talent.

Virtually all progressive companies use staffing and recruiting services, setting them apart from the traditional methods. Currently in the U.S., the contingent workforce is trending up and steadily approaching 3 percent of the total workforce. While the percentage is increasing, it still lags significantly behind the rest of the developed world.

But what about the plan/blueprint? How do you know if your contingent workforce is properly managed or where to examine to assure safety, reduce costs and optimize the workforce's commit-

ment? You may want to consider conducting an operational study of your talent. An operational study is basically a comprehensive inspection of your company blueprint or human resources. It looks at a wide range of information and demonstrates the most effective ways to reach goals.

When a house is built, an inspector periodically visits the job site to assure the project meets certain compliance and safety levels. They have seen many projects and have valuable insight. An operational expert, like an inspector, conducts an operational study of the workforce, taking inventory of strengths/weakness and communicating with teams. He connects with their needs and identifies root problems.

An effective operational study can provide you with a measurement of the strengths and improvement opportunities in your current programs and processes, including recommended solutions that will potentially result in cost reduction and greater efficiency and effectiveness. The following are key areas that should be included in

the study:

- **Interviews** — Interviews conducted with senior and mid-level management, end-users of flexible staff and current flexible employees can identify satisfaction levels and challenges with the current process.

- **Recruiting, hiring and payroll process** — Taking a look at the overall hiring process, training, timekeeping and payroll can clearly define and map current processes. It also can identify potential process enhancements to create higher levels of efficiency and calculate cost of inefficiencies.

- **Invoice and A/P records** — Examining these documents can clearly evaluate the scope of expenditures by vendors and departments as well as calculate various employee costs such as turnover and overtime.

- **Attendance and production records** — Looking at how absenteeism and tardiness are affecting cost as well as production levels and cost of lost productivity can highlight problem areas.

These studies are designed to provide an organization the opportunity to understand the practices that contribute to the successes and the deficiencies of their current processes by gathering, inspecting, and analyzing data across the entire organization. This is a crucial step to design an optimal workforce solution and create a more nimble workforce, better manage business cycles, reduce vulnerability to economic change, and strengthen execution.

When you have the correct partnership with your staffing company, operational excellence is no longer just a lofty aspiration. Together, a realistic plan, or framework, can be established. It's not just a smart idea, but is becoming a necessity in this increasingly demanding market. This tool can help companies reach their goals and provide clear direction in a simple, yet effective, manner. Investing in a staffing company that offers an in-depth study is the best way to build the company of your dreams.

Ron Zarbock runs Spherion Staffing in Salt Lake City.



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Your corporate training curriculum must include a wellness program

My most recent article focused on the importance of competency training to assure operational effectiveness and efficiency — which, in turn, create positive customer outcomes and generate financial success. Competency, however, is only one leading indicator that drives operational success. There is a second, equally critical driver: the health and wellness of your people.

Clearly, sick or injured employees cannot deliver 100 percent of their competency. Even if they show up for work, they generally drag through the day, creating a fraction of the value they would give if they were well. And obviously, if they are absent from work, the problem is exacerbated. Recent data provided by the Centers for Disease Control (CDC) shows how significant this is. For every 100 workers in U.S. corporations, 65 are overweight, 33 have high blood pressure, 27 have heart disease and 10 have diabetes. These conditions are not mutually

exclusive; many employees have two or more of these conditions.

Over time these issues lead to long-term health crises, including premature death. In the short term they regularly zap the productivity of individual businesses and the economy through absenteeism. It is estimated that about 2.5 percent of the American workforce is not at work on any given workday due to unscheduled absences. Even more significant is what has become known as *presenteeism*, or attending work while sick.

A 2004 *Harvard Business Review* article “Presenteeism: At Work — But Out of It” popularized the term. It referenced a study of worker productivity at Lockheed Martin Corp., which found that employees who came to work with common ailments, such as back pain, arthritis, headaches, colds, flu and allergies, cost the company \$34 million in one year. The article reported that presenteeism from these ailments can cut individual productivity by one-third or more.



RICH TYSON

What is the best strategy for reducing the impact of both absenteeism and presenteeism? To discover that, we must examine the root causes of the ailments that contribute to these issues. Fortunately, the CDC has also documented some of the more significant causes. They include smoking, unhealthy nutrition, sedentary lifestyle, high stress and depression. Any strategy that significantly reduces absenteeism and presenteeism must address these causes.

A 2014 Rand Corp. study found that wellness programs aimed at reducing health risks, such as weight control and stress, saved 48 cents for every \$1 spent, taking into account the impact on both healthcare costs and absenteeism. Savings were even higher when programs were focused on high-risk employees with multiple risk factors and chronic disease.

As important as the financial impacts is the profound effect on worker perceptions. Healthways, a well-being improvement company, has developed a Well-Being Assessment (WBA) it tracks

with the Gallup organization. The WBA assesses well-being at the individual level. The assessment was recently completed by about 20,000 employees in three large companies. Those who said it was difficult to exercise or eat healthy at work proved to be twice as likely to have high presenteeism, as did those who said their company had little interest in helping employees become physically active. Those who said their employers did not support them emotionally were over four times more likely to have high presenteeism.

The implications of these studies are clear: companies that want to be operationally effective and efficient must provide not only strong competency training and metrics, but also health and wellness programs to assure employees are minimally impeded by physical or emotional ailments. Companies that actively engage in the health, nutrition and life balance of their employees reap substantial improvements in productivity and profitability through reductions of both absenteeism and presenteeism.

Small companies often find it difficult to implement an effective wellness program. The good news is that expert resources are available. Corporate Wellness by Gold's Gym is one of the best here in Utah. Its consultants assist in setting up programs for businesses, small and large. They establish baseline metrics, including weight, blood pressure, BMI and cholesterol levels, against which the progress of each employee is tracked. They also help in setting corporate incentives that are HIPAA compliant.

Corporate wellness is yet another important element of a strong open-book management system. Not only does it represent another link in the chain of desired business outcomes, it is also a strong leading indicator driving morale and workplace satisfaction.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



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CALENDAR

from page 9

Monroe St., Sandy. Cost is \$20 for members, \$25 for guests. Details are at sandychamber.com.

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

Women in Business (WIB) Luncheon, an Ogden Weber Chamber of Commerce event. Location is Timbermine Restaurant, 1701 Park Blvd., Ogden. Cost is \$18 for WIB members, \$23 for nonmembers. Details are at www.ogdenweberchamber.com.

August 26, noon-1:30 p.m.

Salt Lake Chamber's 127th Annual Meeting. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Individual seats cost \$60. Details are at slchamber.com.

August 26, 2-5 p.m.

"Developing an International Marketing Strategy," a Salt Lake Chamber event. Presenter will be Hector Morazan, involved in international sales for more than 18 years. Location is Women's Business Center at the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

Sept. 5, 7:30 a.m.-3 p.m.

"Africa Is Calling, Open For Business," an African Chamber of Commerce event. Location is Zions Bank, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$25, or \$50 for a single attendee and one-year chamber membership. Details are at www.accutah.com/events.

September 5, 9-11 a.m.

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

September 9

"Better Results Through Effective Delegation and Employee Engagement," an Employers Council event. "Delegating with Direction, Resources and Accountability" will be from 8-10 a.m., with "Increasing Employee Engagement" from 10:30 a.m.-12:30 p.m. Events take place Sept. 9 at the EC offices, 175 W. 200 S., No. 2005, Salt Lake City; Sept. 10 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; Sept. 11 at Comfort Suites Hotel, 2250 S. 1200 W., Ogden; Sept. 23 at Hampton Inn

& Suites, 851 W. 1250 S., Orem; and Sept. 25 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Individual courses are \$89 for EC members, \$109 for nonmembers; both sessions are \$150 for EC members, \$190 for nonmembers. Details and registration are available at ecutah.org or by calling (801) 364-8479.

Sept. 11, 8 a.m.-3:30 p.m.

Second Annual Manufacturing Summit, presented by the Utah Manufacturers Association. Presentation include "UtahCAN Update," "Social Media Made Easy," "How Communities and Activists Can Impact Your Operations," "How to Actually Engage Employees" and "Life-Changing Leadership." Best Practice Awards will be presented. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$125. Exhibitor space and event sponsorships are available. Details are available at www.umaweb.org or by calling (801) 363-3885.

September 15, 1-3 p.m.

"Academia and Related Export Controls: The Impact & Implications of Compliance and Non-Compliance," presented in conjunction with the World Trade Center Utah, Salt Lake Chamber, U.S. Commercial Service and Governor's Office of Economic Development. Event is designed for academic institutions, labs, federally funded research and development centers and any entity doing work that involves foreign nationals and/or foreign persons. It will address key aspects of trade compliance and the consequences and costs of getting it right or wrong in the context of the research community and evolving export control reform. Facilitators are John Priecko, president and managing partner at Trade Compliance Solutions, and David Glynn, of counsel at Holland & Hart LLP. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Free. Registration deadline is Sept. 12. Registration can be completed by emailing agiama@wtcut.com. Details are available by calling Alia Giama at (801) 532-8080.

Sept. 16, 7 a.m.-5 p.m.

"Hot Topics for Export Compliance Professionals," a World Trade Center Utah event. Program will focus on evolving regulatory requirements in the context of export control reform (ECR), with a focus on the export administration regulations and international traffic in arms regulations; dramatic changes as a result of the migration and transfer of items from the U.S. Munitions List to the Commerce Control List; key areas for managing export compliance, exposure, liability and risk; the potential

and sometimes devastating consequences of non-compliance and "What Happens When You Are Not Where You Need to Be on ECR"; references, resources and real-world case study lessons learned; and best practices, recommended approaches, ECR and proven solutions for a variety of real-world export compliance challenges and opportunities. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$160 until Aug. 15, \$195 thereafter. Registration deadline is Sept. 12. Registration can be completed at wtcutah.com. Details are available by contacting Alia Giama at (801) 532-8080 or agiama@wtcut.com.

Sept. 17, 9 a.m.-noon

2014 Fall Economic Forecast, presented by IREM Utah and Utah Apartment Association. Speakers include keynote speaker Dr. Lawrence Yun, NAR chief economist, with the real estate market outlook; Douglas Culkin, CEO and president of the National Apartment Association, with the housing/multifamily forecast; and James Wood, director of University of Utah Bureau of Economics, with the Utah market outlook. Location is the Salt Lake Board of Realtors Education Room, 230 W. Towne Ridge Parkway, Sandy. Cost is \$40 for IREM members, \$75 for NAR members and \$85 for guests. Continental breakfast will be provided. Registration can be completed at iremutah33.org.

Sept. 17, noon-1:30 p.m.

Seventh Annual Women Tech Awards Luncheon, hosted by the Women Tech Council (WTC). Event will honor 17 technology-focused women who are driving innovation, leading technology companies and contributing to the community. From the 17 finalists, award recipients will be announced. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$75 for WTC members, \$85 for nonmembers. Tickets can be purchased at womentechcouncil.org.

September 24

Utah Global Forum, organized by the Governor's Office of Economic Development, World Trade Center Utah and the Salt Lake Chamber. Event will feature presentations titled "Building a Global Brand," "Why Europe, Why Mexico, Why Canada and Why China Matters to Your Company's Future," "Shared Stories of Success: Striking Gold in Europe, Mexico, Canada and China," "Financing Your Global Expansion" and "Global Operational Efficiency Through Sound Legal, Tax and Accounting Practices." Location is Salt Palace Convention Center. Cost is \$95. Website is www.utahglobalforum.com.

UTAH CORPORATE FINANCIAL REPORTS

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

Zions

Zions Bancorporation, based in Salt Lake City, reported net earnings applicable to common shareholders of \$104.5 million, or 56 cents per share, for the second quarter. That compares with \$55.4 million, or 30 cents per share, for the same quarter last year.

Total deposits decreased \$861 million to \$45.7 billion during the quarter. Average total deposits fell \$320 million to \$45.5 billion.

Net loans and leases held for investment increased \$432 million to \$39.6 billion during the quarter. Increases of approximately \$577 million were geographically widespread in commercial and industrial loans, with smaller increases in commercial owner occupied, commercial construction and one-to-four-family residential loans, the company said.

Average loans and leases grew \$419 million to \$39.5 billion during the second quarter.

Zions said credit quality "remained strong." Net loan and lease charge-offs totaled \$6 million, compared with \$8 million in the first quarter.

Net interest income was essentially unchanged at \$416 million. Noninterest income was \$125 million, down from \$138 million in the first quarter.

Zions has banking operations in 11 states.

Huntsman

Huntsman Corp., with major offices in Texas and Salt Lake City, reported net income of \$119 million, or 48 cents per share, for the quarter ended June 30. That compares with \$47 million, or 19 cents per share, for the same quarter a year ago.

Revenues totaled \$2.99 billion in the most recent quarter, up from \$2.83 billion in the year-earlier quarter.

The company is a manufacturer and marketer of chemicals. It has more than 80 manufacturing and research and development facilities in 30 countries and has about 12,000 employees.

"We saw strong earnings in the second quarter as a result of increased demand for key products such as MDI and amines and higher selling prices for many of our products," Peter R. Huntsman, president and chief executive officer, said in announcing the results. "We also benefited from restructuring efforts in our Advanced Materials and Textile Effects businesses. These results are well in line with our earlier forecast of substantial earnings growth in the next two to three years."

Headwaters

Headwaters Inc., based in South Jordan, reported net income of \$10.9 million, or 14 cents per share, for the fiscal third quarter. That compares with \$11 million, or 15 cents per share, for the same quarter last year.

Net income from continuing operations was \$11.1 million, or 14 cents per share, compared with \$9.3

million, or 13 cents per share, a year earlier.

Revenue totaled \$223.4 million in the most recent quarter, up from \$197 million in the year-earlier quarter.

Headwaters provides products, technologies and services to the heavy construction materials, light building products and energy technology industries.

"We had a very strong third quarter in spite of the slow start to the construction season in the Midwest and Northeast," Kirk A. Benson, chairman and chief executive officer, said in announcing the results. "Top line growth accelerated by 13 percent, including 7 percent organic growth."

"We experienced strong organic revenue growth and margin improvement in the June quarter, despite the slow recovery from challenging winter weather conditions," said Don P. Newman, chief financial officer. "All of our core product groups, with the exception of siding accessories, delivered excellent top line growth and margin expansion in the quarter."

Newman noted that more than 20 percent of the company's revenue is generated in Texas, "where economic conditions are particularly strong and should continue for several years."

Merit Medical

Merit Medical Systems Inc., based in South Jordan, reported net income of \$3.7 million, or 9 cents per share, for the quarter ended June 30. That compares with \$3.8 million, or 9 cents per share, for the same quarter in 2013.

Revenues were a company-record \$128.9 million, up from \$109.9 million a year earlier.

The company manufactures and markets disposable medical devices used in interventional and diagnostic procedures.

"We believe the plan for product and sales force focus is clearly working, and we anticipate continued growth going forward," Fred P. Lampropoulos, chairman and chief executive officer, said in announcing the results.

"Although we have incurred some short-term expenses associated with the splitting of our U.S. sales force, thus far we have exceeded our initial sales estimates and we are optimistic that this trend will continue into the future as the subsidies expire. We believe these efforts will allow us to sell deeper into our product offering, provide better in-service and training opportunities, and build our overall branding efforts."

Lampropoulos noted that China sales grew 37 percent in the first half of the year, compared to last year, and sales in the U.S. grew 11 percent.

"As we work to control our expenses while growing sales, recognizing that many of the expenses for product launches, the sales force split and the new facility startup are anticipated to be short-term, we see great opportunity for earnings growth in the future," he said. "We have substantial manufacturing capacity and additional products in the pipeline, which we believe will support growth without major capital expense."

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Opinion

Cease the cease-fires; they're doing more harm than good

Many years ago, on my first trip around the world, I was struck by how the children in the Middle East — Arab and Israeli alike — were among the nicest looking little children I had seen anywhere.

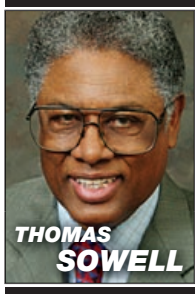
It was painful to think that they were going to grow up killing each other. But that is exactly what happened.

It is understandable that today many people in many lands just want the fighting between the Israelis and the Palestinians to stop. Calls for a cease-fire are ringing out from the United Nations and from Washington, as well as from ordinary people in many places around the world.

According to *The New York Times*, Secretary of State John Kerry is hoping for a cease-fire to “open the door to Israeli and Palestinian negotiations for a long-term solution.” Pres. Obama has urged Israeli Prime Minister Benjamin Netanyahu to have an “immediate, unconditional humanitarian cease-fire” — again, with the idea of pursuing some long-lasting agreement.

If this were the first outbreak of

violence between the Palestinians and the Israelis, such hopes might make sense. But where have the U.N., Kerry and Obama been during all these decades of endlessly repeated Middle East carnage?



THOMAS SOWELL

The Middle East must lead the world in cease-fires. If cease-fires were the road to peace, the Middle East would easily be the most peaceful place on the planet.

“Cease-fire” and “negotiations” are magic words to “the international community.” But just what do cease-fires actually accomplish? In the short run, they save some lives. But in the long run, they cost far more lives by lowering the cost of aggression.

At one time, launching a military attack on another nation risked not only retaliation but annihilation. When Carthage attacked Rome, that was the end of Carthage.

But when Hamas or some other terrorist group launches an attack on Israel, they know in advance that whatever Israel does in response will be limited by calls for a cease-fire, backed by political and economic pressures from the United States.

It is not at all clear what Israel’s critics can rationally expect the Israelis to do when they are attacked. Suffer in silence? Surrender? Flee the Middle East?

Or — most unrealistic of all — fight a “nice” war, with no civilian casualties? Gen. William T. Sherman said it all, 150 years ago: “War is hell.”

If you want to minimize civilian casualties, then minimize the dangers of war, by no longer coming to the rescue of those who start wars.

Israel was attacked, not only by vast numbers of rockets, but was also invaded — underground — by mazes of tunnels.

There is something grotesque about people living thousands of miles away, in safety and comfort, loftily second-guessing and trying to micro-manage what the Israelis are doing in a matter of life and death.

Such self-indulgences are a danger, not simply to Israel, but to the whole Western world, for it betrays a lack of realism that shows in everything from the current disastrous consequences of our policies in Egypt, Libya and Iraq to future catastrophes from a nuclear-armed Iran.

Those who say that we can contain a nuclear Iran, as we contained a nuclear Soviet Union, are acting as if they are discussing abstract people in an abstract world. Whatever the Soviets were, they were not suicidal fanatics, ready to see their own cities destroyed in order to destroy ours.

As for the ever-elusive “solution” to the Arab-Israeli conflicts in the Middle East, there is nothing faintly resembling a solution anywhere on the horizon. Nor is it hard to see why.

Even if the Israelis were all saints — and sainthood is not common in any branch of the human race — the cold fact is that they are far more advanced than their neighbors, and groups that cannot tolerate even subordinate Christian minorities can hardly be expected to tolerate an independent, and more advanced, Jewish state that is a daily rebuke to their egos.

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

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The European Union has to lead in Russia-Ukraine crisis

The Ukraine crisis has shone a spotlight on one of the glaring gaps in the world right now — the lack of a strategic and purposeful Europe. The United States can and should lead on the response to this conflict, but nothing can really happen without Europe. The European Union is by far Russia’s largest trading partner, buys much of Russia’s energy, is the major investor in Russian companies, and is the largest destination for Russian capital. Some of Pres. Obama’s critics want him to scold Vladimir Putin. But ultimately, it is European actions that the Russian president will worry about.



FAREED ZAKARIA

Consider how Europe has dealt with Ukraine. For years, it could not really decide whether it wanted to encourage Ukrainian membership in the EU, so it sent mixed signals to Kiev, which had the initial effect of disappointing pro-European Ukrainians, angering Russians and confusing everyone else.

In 2008, after Moscow sent troops into Georgia, Europe promised an “Eastern partnership” to the countries along Europe’s eastern fringe. But, as Neil MacFarlane and Anand Menon point out in the current issue of the journal *Survival*, “The Eastern partnership was a classic example of the EU’s proclivity for responding to events by adding long-term and rhetorically impressive, but resource-poor, bolt-ons to existing policy.”

European leaders were beginning to woo Ukraine without recognizing how this would be perceived in Russia. Moscow had its own plans for a customs union, to be followed by a Eurasian Union, which was meant to be a counter to the European Union. Ukraine was vital to Russia’s plans and was dependent on Russia for cheap

natural gas. Plus, of course, Ukrainians were divided over whether to move west or east.

Negotiations between the EU and Ukraine meandered along, with the lawyers and translators taking a year to work out the text. In describing this tardiness as a mistake, Polish Foreign Minister Radoslaw Sikorski said, “The same thing applies to the [European] Union as to the Vatican. God’s mills grind slowly but surely.” The deal that was offered to Ukraine was full of demands for reform and restructuring of its corrupt economy, but had little in the way of aid to soften the blows and sweeten the pot. When then-President Viktor Yanukovich rejected Europe’s offer and sided with Moscow, he set in motion a high-speed, high-stakes game that Europe was utterly unprepared for and could not respond to.

If Europe was trying to move Ukraine into its camp, it should have been more generous to Kiev and negotiated seriously with Moscow to assuage its concerns. Instead Europe seemed to act almost unaware of the strategic consequences of its actions. Then, when Russia began a campaign to destabilize Ukraine — which persists to this day — Europe remained a step behind, internally conflicted, and unwilling to assert itself clearly and quickly. Those same qualities have been on display following the shoot-down of Malaysia Airlines Flight 17.

The European Union still has a chance to send a much clearer signal to Ukraine, Russia and the world. It could demand that Russia pressure the separatists to cooperate fully with the investigation of Flight 17 and allow the Ukrainian government — which Moscow recognizes — to take control of its own territory in eastern Ukraine. It could

put forward a list of specific sanctions that would be implemented were these conditions not met within, say, two weeks.

In addition, Europe should announce longer-term plans on two fronts, first to gain greater energy independence from Russian oil and gas. European nations must also reverse a two-decades-long downward spiral in defense spending that has made the EU a paper tiger in geopolitical terms. Germany, for example, spends around 1.5 percent of its GDP on defense, among the lowest levels in Europe, well under the 2 percent that is the target for all NATO members. It’s really difficult to have your voice heard and feared when you both speak softly and carry a twig.

The problem is now being described as European cowardice and appeasement. It is

better explained by an absence of coherence among the EU’s 28 very different countries, a lack of strategic direction, and a parochial inward orientation that hopes the world’s problems will go away. The result is a great global vacuum, with terrible consequences.

If we look back years from now and wonder why the liberal, open rule-based international order weakened and eroded, we might well note that a crucial problem was that the world’s most powerful political and economic unit, the European Union, with a population and economy larger than America’s, was the great no-show on the international stage.

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

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A review is due for all tax-qualified retirement plans

The clock is ticking. Between now and April 30, 2016, 100 percent of 401(k) plans, profit sharing plans and other tax-qualified plans that use an IRS-approved prototype plan document must be amended and restated.

If this doesn't occur by the above deadline, these retirement plans risk losing their tax-qualified status and the corresponding tax advantages they offer to plan participants. Any amendments to the current plan document must be incorporated into a fresh "core" document.

Here's your chance to refine your plan — to possibly lower its costs, to get more out of it. A little analysis from a consultant (and perhaps a little surveying of your plan participants) may allow you to answer some crucial questions. Are the plan fees still reasonable? The required annual benchmarking gives you an opportunity to compare, contrast and see how they measure up vis-à-vis other plan providers.

Are employees nudging you about more provisions? Do they want a Roth option or a chance to make in-plan Roth conversions? Are they able to take loans? Should non-spousal beneficiaries be eligible for rollovers? Is there room for improvement when it comes to deductions and allocations? Is the business getting the maximum deduction? Do the highest-salaried workers often end up with percentages of their 401(k) deferrals refunded back to



MARK LUND

them? Should the vesting schedule be revisited? Should you change from three-year "cliff" vesting to a six-year gradual vesting schedule, or vice versa? What benefits might result from such an alteration?

Have employee demographics at your business shifted? Do the plan participation criteria need adjusting? Is auto enrollment a good idea, and should there be an automatic escalation option?

This is the time to "look under the hood" of your plan. You will probably need to rewrite or at least notably revise your 401(k) plan document by the spring of 2016.

Why not opt for a formal review of your 401(k) plan in the process? Some plans only permit changes at the start of a calendar year, so looking ahead now is quite wise. Who has the ultimate responsibility to make sure that your plan complies with ERISA? You do.

Don't risk controversy and possible legal action from plan participants as a result of inattention or procrastination. Ask today about a plan review — it could be very illuminating, and it could help you amend, reassess and improve your company's 401(k).

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for professional athletes and select individuals at Stonecreek Wealth Advisors Inc. in Utah.

Opinion



Replace your battery with a generator

What is the difference between a battery and a generator? It doesn't take an electrical engineer to tell us that a battery provides power for all kinds of electronics, but its ability to provide that power is limited. If it's your car battery, it may help keep your vehicle going for a few years before it's time to replace it. But if it's your phone battery (and it's like mine!), it may not even make it until the end of the day

before you have to recharge it. A generator, on the other hand, can provide power for a much longer span of time and for much bigger needs. It simply needs the right fuel (typically some type of gas), and you can use a generator's power for all kinds of things, from providing electricity for big machinery, all the way up to an entire movie set or hospital.

You know, in the 40-plus years that I've been a financial and retirement planning specialist, I've noticed that a lot of financial advisors unfortunately have a "battery mentality" when it comes to their clients' retirement. (It's not necessarily their fault—it's how traditional financial education goes.) Essentially, they follow conventional wisdom, which tells you to approach your future by "charging up your retirement battery" just enough that you'll have funds to last as long as you do (crossing fingers that it won't die before you do).

Many in the financial services industry have this 4-volt mindset,

because they use the industry standard 4 Percent Rule. The 4% Rule is used to determine the amount of funds you should be able to withdraw from your retirement account each year. The idea is the 4 Percent Rule helps provide a steady flow of retirement income while keeping your account balance sufficient for withdrawals for the years to come based on your life expectancy. Bottom line: They don't want you to take out any more than 4 percent a year or else you will outlive your money.

But if we look at what that means in real-world terms, you would need to have a nest egg of \$1,250,000 to generate (after tax) a net spendable income of \$3,000 a month, which is \$36,000 a year. Well, I don't know if you're like I am, but I wouldn't want to accumulate \$1,250,000 just to have a measly three grand a month to buy gas, groceries, prescriptions, golf green fees and so forth—especially when you factor in other conditions that can cause a drain on your battery: 1) taxes, 2) inflation and 3) market volatility.

I would rather have a generator that never runs out, the kind that provides twice the voltage or even 10 volts! Think about it—what if that \$1,250,000 nest egg were generating \$100,000 to \$125,000 a year of tax-free income? Personally, I use powerful wealth generators that generate predictable tax-free income where my money is linked to inflation—

so inflation helps me—it doesn't hinder me, and I am protected from loss when the economy or markets are down. My nest egg doesn't run out of power; it generates tax-free income for life and will continue on for many generations.

That is why I call it "generational wealth," because you'll never outlive your money, and it will pass on to your spouse, your children and your grandchildren into perpetuity. So why not look at ways to generate wealth into perpetuity, versus creating a limited supply?

What would that kind of ongoing wealth mean for you and your family? When you look at your children and grandchildren, wouldn't you rather leave something behind that can continue to grow and bless their lives, encouraging them to share in the "Family Bank" in a way that they can use money for college, to start a business, philanthropic causes, go on to generate more wealth, and feed abundance back into the family fund?

I will give fair warning, this is the kind of wealth that takes proper research, planning and execution. It takes more energy and purposeful living than just following the crowd's battery mentality. But it's also the kind of authentic wealth that generates true abundance not only for your retirement years, but also for your family's future. And that is worth it!

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



DOUG ANDREW

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Adjacent to the Caribou National Forest, this 1,483± acre Ranch, with one mile of Marsh Creek running through its core, includes 270± acres of irrigated crop land, 34± acres of irrigated pasture and 255± acres of sub-irrigated pasture. Historically, the alfalfa production has been a reliable 4 tons per acre. The Ranch, which includes a modern well-maintained home, indoor arena & well-designed cattle handling facilities, currently supports 250 cattle and about 20 horses.

Offered at \$2,250,000.

Contact Sam Sanders - Salt Lake City



BIRCH SPRINGS RANCH

PRIME IRRIGATED FARM GROUND • Manila, Utah

Located about 2½ miles west of the Flaming Gorge National Recreation Area & the town of Manila, this 781± deeded acres utilizes efficient gravity-pressurized wheel-line sprinklers. The Ranch includes about 340 irrigated acres with the balance in pasture and native range. It also includes 2 homes, a modern shop and 2 sets of corrals. Very good populations of mule deer and elk. Contact Listing Broker Sam Sanders directly at 801.694.2092.

Offered at \$1,495,000.

Contact Sam Sanders - Salt Lake City

SWANLANDCO.COM

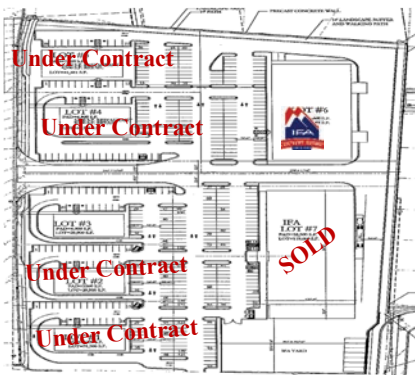
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CR CHAPMAN RICHARDS AND ASSOCIATES

Commercial Lots-Taking Reservations 600 North 900 West-American Fork



Pad Prices:
\$20-\$27/
SqFt
For More
Info
Contact:
Errol
Childs:
801-560-0034

Free Standing Office Building-For Lease 4991 S. Commerce Dr (300 West)



Lease Rate:
\$1,150/Month

- 1,340 Square Feet, Lower Level Storage
 - Plenty of Parking Available, M2 Zoning
 - 3 Year Lease With Option To Extend
- TERRY CONONELOS 801-205-7019**

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

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



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

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

Centrally Located Office Condo 1345 E. 3900 S. #204

For Lease: \$1,200/Modified Gross For Sale: \$127,000*



- 1,288 SqFt
- Medical/Dental Office
- 4 Procedure Rooms, Private Office, Waiting Area & File Room
- *Seller Financing Available

Kym McClelland 801-573-2828

OFFICE CONDO FOR LEASE 6796 South 1300 East-Salt Lake City



\$1,400/Month/Full Service

- 960 SqFt-Ground Level
- 3 Private Windowed Offices
- Nice Reception Area W/Granite
- Ample Free Surface Parking
- Beautifully Maintained
- Just Off I-15 At Union Park

Kym McClelland 801-573-2828

Medical Office Condo For Lease 5292 S. College Dr. #202 (500 W)

Lease Rate: \$13.50 - NNN

- 2,654 SqFt
- 2nd Floor Office
- 3-4 Exam Rooms
- 3 Private Offices
- Waiting & Reception Area
- Break room



GEORGE RICHARDS, CCIM 801-631-9963

One Small Office Space Left 3895 W. 7800 S.-West Jordan



For Sale: \$185/Sq Ft
For Lease: \$13/NNN

- 1,207 RSF/1,030 USF
- High End Finishes, Light & Open
- Across From Jordan Landing
- Close to Bangerter Highway
- Sure To Impress Any Client

GEORGE RICHARDS, CCIM 801-631-9963

OFFICE BUILDING FOR SALE-GREAT LOCATION



1366 E. Murray Holladay Rd

For Sale: \$1,400,000

- Rare Free Standing Office Building In Holladay.
- Approx. 8,930 SqFt
- 0.69 Acres
- Currently Used As Law/CPA Office



George Richards 801-631-9963



GREAT INVESTMENT! Office/Retail/Warehouse

521 W. 200 N. American Fork For Sale: \$1,600,000

Seller Will Lease Back For 1-3 Years While Building & Developing New Location @ 7.5-8% Cap. Plenty Of Room For More Retail On 2.09 Acres. Building Is 12,500 Sqft, 125' Wide X 100' Deep, Ceiling Height 16'-18' & Retail Ceiling Lowered To 10'



Errol Childs 801-560-0034

Office Building For Sale Or Lease 470 East 3900 South-Murray



For Sale: \$2,095,000

16,584 Square Feet
Updated In 2008-Multi Tenant Building, Top Floor Medical Office



For Lease: \$13.50/Full Service

#105-2,700 SqFt
#101-1,000 SqFt
Café/Coffe-1,050 Sqft

Bijan Fakrieh 801-918-9000

Unique Office/Retail/Warehouse Space 1719 Main Street-Salt Lake City



For Sale: \$449,000

1,152 Sqft Office
1,536 Warehouse W/10ft Door
2 Apartments Upstairs
Large Storage Building In Back
Unique Contemporary Design
Many Potential Uses
Fronts Main Street



GEORGE RICHARDS, CCIM 801-631-9963

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



Lease Rate: \$12.00/NNN

For Sale: \$229,500

- 1,326 Sqft, Remodeled
- Plenty of Parking
- Some Furniture & Cabinets Included



GEORGE RICHARDS, CCIM 801-631-9963

Luxury Office Suite-Realtor Building 230 W. Town Ridge Pwky (9670 S)



LEASE RATE \$14.00 NNN

- 4th Floor Office Suite
- 9,385 USF-10,792 RSF

George Richards, CCIM 801-631-9963



3.04 Acres - \$1,200,000

- 106 W. Fireclay Ave. (4295 So.)
- 3 Buildings
- Approx. 27,000 SF

Bijan Fakhrieh 801-918-9000



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Angela Dean is a native New Yorker who was transplanted to Utah at the age of 15. She fell in love with the state as well as a local boy and is now firmly rooted in Salt Lake City. Angela founded AMD Architecture in 1997 with the goal of providing quality architecture that is equally responsible to her clients and the greater environment.

As the author of *Green by Design: Creating a Home for Sustainable Living*, Angela shares the environmentally responsible design principles she holds dear. She has been steadily active in the community, supporting local non-profits, serving on several boards, and volunteering in efforts to strengthen our community. Angela is a recent alumni of Goldman Sachs 10,000 Small Business program, serves on SLC Planning Commission and is a member of Utah Women's Forum among others.

Angela has been a mentor to numerous women in the practice of architecture. Over the past 17 years, she has maintained a staff on all women and offers professional growth opportunities along with flexibility to balance work and family. She has mentored female students at the College of Architecture and Planning and has an open door policy to those interested in learning about the profession. Her commercial experience includes retail, office, medical, multi-family, entertainment, and restaurant design including award winning historic renovations and LEED Platinum certified buildings.

In her down time she enjoys reading, art, travel and exploring our wonderful outdoors (rafting, hiking, skiing, running, biking, bird watching, botanizing) with her husband, daughter and son.

Membership:

Jami Marsh
(801) 947-8300

Sponsorship:

Bridget Elliott
(801) 699-6422

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