

OF NOTE



Amazon says, 'Fly responsibly'

Not only is the world's No. 1 online retailer planning to use drones for delivery, last week it unveiled its "Drone Store" where consumers can buy the remote-controlled gadgets at a price starting below \$100.

Industry News Briefs

page 6

Business Calendar

page 9

Real Estate Section

pages 20-23



Minnesota-based Viracon, a maker of commercial window products, will reopen its manufacturing facility in St. George that closed during the recession and will hire up to 300 employees.

Viracon to reopen in Dixie

Brice Wallace

The Enterprise

About 300 jobs will be created in St. George as a window manufacturer reopens a plant closed in the wake of the recession.

Viracon Inc. made the announcement after being approved last week for a \$1.4 million tax credit incentive over 10 years by the Governor's Office of Economic Development (GOED) board.

The board also approved a \$113,447 tax credit incentive over seven years for Oemeta Inc., which will place manufacturing operations in Salt Lake City — its first operations in North America. The Germany-based company specializes in "green" metalworking lubricants.

Viracon's \$2.2 million project is ex-

see GOED pg. 5

Panel agrees: Success in Africa means 'doing your homework'

Brice Wallace

The Enterprise

Panelists gathered in Salt Lake City recently agreed that U.S. companies can be successful with ventures in Africa, but only if they do their homework and have strategic business plans.

At the "Africa is Calling: Open for Business" event, presented by the African Chamber of Commerce of Utah, panelists said Africa represents huge opportunities for U.S. business and investing. But the realities, they said, differ from many people's perceptions and misperceptions about the continent.

"When we talk about the U.S. going to Africa and making investments there, the reality on the ground is it's extremely competitive," said Shaka Kariuki, partner and managing director of Kuramo Capital Management LLC. "It's no longer an issue of going over there and setting up a tent and thinking that somebody's going to be successful. It takes a lot of work.

"Also, it's not an issue of 'briefcase investing,' where you go over there for two days and you come back and you think you've made the necessary contacts and networks to be able to ensure that you're suc-

see AFRICA pg. 19

Judge won't halt group's JOA lawsuit

John Rogers

The Enterprise

A federal judge has refused to dismiss a lawsuit challenging a revised joint operating agreement (JOA) between the *Deseret News* and *The Salt Lake Tribune*. U.S. District Judge Clark Waddoups said in a decision issued last week that he is required to err on the side of the plaintiff in the earlier stages of the case.

In response to the decision, *Deseret News* management issued a statement that said, "Judge Waddoups' decision today to proceed with the case is simply the next step in a normal judicial process. We are confident that the court will recognize that *The Salt Lake Tribune* and the *Deseret News* amended the joint operating agreement to protect and maintain the viability of both newspapers."

Utah Newspaper Project, also known as Citizens for Two Voices, a group of Tribune supporters and former staffers, contends in a lawsuit filed in June that revisions to the newspapers' joint operating agreement violates interstate trade and various antitrust laws, leaving the *Tribune* in danger of shutting down.

Joan O'Brien, who represents Utah Newspaper Project, said, "The defendants have not given any justification or explanation of this deal that poses such a threat to the *Tribune*, and I'm glad we're going to have an opportunity to explore some of those issues and some of that information."

The owners of the two papers, Kearns-Tribune Inc. and *Deseret News Publishing Co.*, filed a joint motion to have the case thrown out, arguing the amended agreement isn't subject to anti-trust laws under the Newspaper Preservation Act.

Richard Burbidge, the lawyer for Kearns-Tribune, said Utah Newspaper Project is asking the court to second-guess the newspaper's business strategy. The *Tribune*, he said, gave up a percent-

see TRIBUNE pg. 18



Roger Christensen

SVP, Business Banking Team Leader
711 S. State St., SLC, UT 84111
(801) 388-1979 (801) 532-7111
rchristensen@bankofutah.com

Experience. Service.



FINANCING UTAH'S ECONOMIC GROWTH

Heavy Machinery and Equipment Financing • Operating Lines of Credit
Commercial Real Estate Lending • Construction and Development Lending



Comic Con ends record-setting run

More than 120,000 people attended the Salt Lake Comic Con that ended last week, according to organizers. Among the attendees were more than 15,000 people who attended with tickets that were given to charities, military personnel, first responders and sponsored schools.

More than 60,000 people attended the first day of the event, and more than 90,000 attended the

final day at the Salt Palace, film events at the Gateway and gaming tournaments at nearby hotels.

"The response we got from fans was tremendous," said Dan Farr, Salt Lake Comic Con founder and show producer. "I've said it before and I mean it, we have the greatest fans in the world."

Salt Lake Comic Con 2014 included more than 42 film and TV guests, including Leonard Ni-

moy, Stan Lee, Alan Tudyk, Bruce Campbell, Cary Elwes, Jon Heder, Danny Glover, Hulk Hogan and Patrick Warburton. In addition to celebrity guests, Salt Lake Comic Con also included more than 300 hours of panels and more than 400 vendors.

Salt Lake Comic Con is scheduled to return to the Salt Palace in September 2015.

Firm receives fuel cell development grant

A Salt Lake City company has been selected for \$2.8 million in federal funding to develop fuel cell technologies to improve power grid stability and enable renewable energy to integrate into the system.

Materials & Systems Research Inc. (MSRI) was selected by the Advanced Research Projects Agency—Energy (ARPA-E) through the Reliable Electricity Based on Electrochemical Systems (REBELS) program.

The REBELS program has \$33 million in funding for 13 projects focused on developing cost-effective, intermediate-temperature fuel cell technologies to improve grid stability and enable integration of renewable energy into the system.

Fuel cell technologies, which convert a fuel into electricity with high efficiency and in a clean way, have not been widely adopted by markets mainly due to high capital cost and low reliability.

"American fuel cell companies are trying to lower the cost of fuel cell systems, but it's been a big challenge," said John Lemmon, the ARPA-E REBELS program director. "The technologies coming out of the REBELS program will help these companies lower the cost even faster and increase the number of DG (distributed generation) units both here and around the world."

"The innovative cell design and advanced materials development will enable the transformational fuel cell technology better durability and cogeneration flexibility cost-effectively," said Greg Tao, principal investigator of the three-year \$2.8 million project.

MSRI's technology targets both the distributed power generation and liquid fuel production directly from natural gas. Utah has abundant natural gas resources with the development of emerging shale gas plays in the Uinta Basin. If successful, MSRI's advanced

technology could enable conversion of the Utah gas into marketable gasoline at a low cost.

"MSRI has been fully engaged in the development of new energy technologies and supports local business development," said Anil Virkar, the company's vice president.

MSRI, with 10 employees, was founded by Virkar and Dinesh Shetty. Both are professors in the Department of Materials Science & Engineering at the University of Utah.

"The projects funded through the REBELS program are an excellent example of how ARPA-E is developing innovative technology options to transform and modernize America's evolving electric grid," said Cheryl Martin, ARPA-E's acting director. "Distributed generation (DG) technologies like these could fundamentally change the way America generates and stores energy."

Smith's will fill 148 positions

Smith's Food & Drug will immediately hire 148 permanent store-level employees in Utah, according to an announcement from the chain's parent company. The Kroger Co., the nation's largest grocery retailer, is hiring to fill an estimated 20,000 permanent positions in its supermarket divisions nationwide. Smith's will hire 486 people throughout its seven states of operation.

"Kroger's growth trajectory creates more job opportunities for current and future employees," said Katy Barclay, Kroger's senior vice president of human resources. "Right now in our stores across the country we have openings for bright, hard-working as-

sociates who are passionate about making a difference for customers every day."

Over the past six years, Kroger has created more than 40,000 new jobs. This figure does not include jobs created as a result of capital investment, such as temporary construction jobs, nor does it include Harris Teeter's approximately 25,000 associates who recently joined the Kroger family. When combined, Kroger today employs more than 375,000 associates.

Smith's operates 132 stores and 82 fuel stations throughout seven western states (Utah, New Mexico, Nevada, Idaho, Montana, Wyoming and Arizona).

Work safety grants available

The Utah Labor Commission is requesting applications to award funding for projects or initiatives demonstrating a commitment to workplace safety. The purpose of the grant is to provide funding to entities who desire to implement initiatives to promote new or existing safety programs within the workplace.

Proposals appropriate for funding may include, but are not limited to, development of workshops and training, implementation of specialized safety programs, and collaborative workplace safety training between organizations.

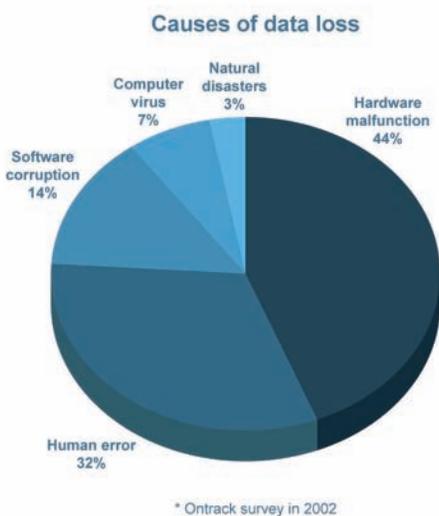
This grant year may include up to \$500,000 in total awards to selected grant recipients. Entities eligible to apply for this grant include nonprofit organizations, community- and faith-based groups, employer associations, la-

bor unions, joint labor-management associations and small employers.

"The Workplace Safety Grant provides funding to organizations that provide safety-related services in industries and occupations with high incidences of workplace injuries and fatalities, such as construction, manufacturing and highway safety. It also supports projects that serve high risk populations such as those with limited English proficiency," said Utah labor commissioner Sherrie Hayashi.

The grant application and all related details outlining the criteria successful applicants must satisfy is available online at www.laborcommission.utah.gov or by contacting Elena Bensor at (801) 530-6918 or elenabensor@utah.gov. Grant applications are due by Oct. 6, at 5 p.m.

Your data is always at risk.



Can you afford the loss?

Companies without a proactive **backup and recovery plan** are likely to be **OUT OF BUSINESS** within 2 years after the loss of their business data*

*National Archives and Records Administration

Protect your data with **blue cactus backups**

Secure, automated, offsite data storage



Free Trial - sign up
www.bluecactusbackups.com

EDCUtah to host IP training

The Salt Lake City office of the law firm Michael Best & Friedrich, a national leader in the commercialization of intellectual property, will present an EDCUtah-hosted educational breakfast, Sept. 18 from 8-10 a.m. at EDCUtah's offices, 201 S. Main St., Ste. 2150, Salt Lake City. At the event, selected Utah technology companies will have the opportunity to learn about the various nuances of IP laws and how these laws affect their businesses.

The breakfast, entitled "Create Success: Intellectual Property Protection for Growth Technology Companies," will feature Michael Best intellectual property partner Michael Langer, who will discuss various IP topics relevant to attending Utah companies.

"Our presentation will help attending companies understand the ins and outs of intellectual property laws," said Langer. "With Utah

being such a hotbed of technology and advancement, these companies should know how to best protect their ideas so they can focus on the innovation and ingenuity they are known for within the industry. Proper legal counsel is vital when it comes to these issues because it allows companies to focus on their primary business without having to worry about their ideas and whether or not they are protected."

Michael Best provides patent and intellectual property advice to over 25 universities. Langer's particular practice focuses primarily on patent drafting, prosecution and portfolio management in chemistry and life science technologies. His life science experience includes diagnostics, medical devices, medical and biological imaging, research tools and therapeutics.

Salt Lake City will be 2015 host to world's largest interfaith gathering

Salt Lake City is the base of one religious denomination but in 2015 will host the world's largest interfaith gathering.

The Parliament of the World's Religions, a Chicago-based, international non-sectarian organization, announced last week that it would meet in Salt Lake City in October 2015. It will be the gathering's first time in the U.S. in 22 years and is expected to attract about 10,000 attendees from 80 countries and 50 religious and spiritual traditions.

"The Parliament is the largest summit of interfaith activists around the globe which provides listening, learning and sharing opportunities," said Imam Malik Mujahid, chair of the Parliament Board of Trustees. "At this juncture in human history when hate, fear and anger is rising in America and across the globe, it is important that faith communities rise with loving, caring relationships, even if we do not agree on some issues."

Scott Beck, president and chief executive officer of Visit Salt Lake, spoke in support of representatives of the world's faiths coming to Salt Lake City.

"The world is no stranger to Salt Lake, and we are no stranger to the world," he said. "Salt Lake has hosted various international gatherings, including the 2002 Olympic Games and Rotary International. We are excited to again welcome a national and international audience to experience what Salt Lake has to offer, both physically and spiritually.

"Here, Parliament attendees will find a welcoming and religiously diverse community. And they may just feel a little bit at home as they explore a region where more than 100 languages are spoken in our schools and businesses."

Among leaders who have attended previous Parliaments are Nelson Mandela, the Dalai Lama, Archbishop Desmond Tutu, President Jimmy Carter, Nobel Peace Prize winner Shirin Ebadi, Jane Goodall, Karen Armstrong, Rabbi David Saperstein, Hans Kung, Dr. Deepak Chopra and Amma the Hugging Saint.

Representatives of several global interfaith initiatives gathered in Salt Lake City for the announcement last week and heard leaders of the Charter for Compassion and the United Religions Initiative voice their partnership for the upcoming summit.

"The Charter for Compassion, a vision of Karen Armstrong when she accepted the TED Prize in 2008, has today inspired a global compassion movement aimed at focusing the world's attention on how to bring the principle of the Golden Rule to life in concrete, practical, measurable ways in our communities, institutions and relationships worldwide," said Andrew Himes, the organization's executive director.

"A central thought motivating the Charter from the beginning was that communities of faith can play a significant leadership role in creating a thriving, sustainable, peaceful world. Today, we join with our friends and partners in the Parliament of the World's Religions in calling for a gathering of people from many different religions to declare that compassion is at the center of our common dream for a world of peace and justice."

Attending a Parliament is a life-changing event, according to past attendee and United Religions Initiative chair of the North American Region, Sande Hart. "Today, more than ever, it is critical that we know one another and come together, united shoulder to shoulder to heal all that threatens justice, our homes, our communities, our countries, Earth and all living beings," Hart said.

The Parliament traces its roots to the 1893 World's Fair and the birth of the global interfaith movement. It describes its mission as "to cultivate harmony among the world's religious and faith communities and to foster their engagement with guiding institutions for a more peaceful, just and sustainable world."



Vivint buys Space Monkey

Provo-based Vivint has acquired consumer-focused cloud storage startup Space Monkey. Space Monkey uses a peer-to-peer network rather than a data center to offer personal storage. The financial terms of the deal were not disclosed.

The acquisition supports the growth and development of the Vivint Sky smart home platform. Vivint recently introduced the Vivint SkyControl panel, which features proprietary cloud technology that learns from homeowners' behaviors and makes intelligent suggestions to add new levels of convenience and control over the home.

"It's a natural fit for us to be a part of Vivint's technology for the smart home," said Clint Gordon-Carroll, co-founder of Space Monkey. "We look forward to working with Vivint as we continue to innovate and invest in the product."

Entrepreneurs Clint Gordon-Carroll and Alen Peacock found

ed Space Monkey in 2011 as an alternative to data center storage, which requires high power, cooling, infrastructure and bandwidth costs. Space Monkey offers both a local storage and remote network backup for higher levels of data security and redundancy.

For the time being, the Space Monkey co-founders said the company will continue to operate as its own company to keep building its product to compete with other consumer-focused cloud players — with all of Space Monkey's 16 employees relocating to Vivint's offices. But the plan is to sell the Space Monkey cloud services to Vivint's customers as well as eventually finding ways of combining the cloud storage with Vivint's smart home technology.

"It doesn't take a rocket scientist to see how storing data fits into the smart home," said Gordon-Carroll in a phone call. "Think about storing all the video captured on security cameras."

Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220

Salt Lake City, Utah 84103

801-533-0556 FAX 801-533-0684

www.slenterprise.com

PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen

david@slenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond

dale@slenterprise.com

MANAGING EDITOR

John M. Rogers

john@slenterprise.com

CONTROLLER

Richard Taylor

richard@slenterprise.com

OFFICE MANAGER

Dionne Halverson

dionne@slenterprise.com

REAL ESTATE SECTION

Rhonda Bachman

rhonda@slenterprise.com

CIRCULATION

Subscription inquiries:

subscribe@slenterprise.com

ADVERTISING INQUIRIES

david@slenterprise.com

TO CONTACT NEWSROOM

john@slenterprise.com

ART SUBMISSIONS

art@slenterprise.com

Subscription Rates:

Online only, \$55 per year

Print only, \$65 per year

Online and Print, \$75 per year

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

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






Brand New State of the Art Facility!

GRAND OPENING!

★ Raffle Prizes!

★ **Operator Rodeo**

★ **Equipment Demos w/ Product Specialists**

Thursday, September 18, 2014
10:00am - 3:00pm
(Lunch served from 11:30am - 1:00pm)
1380 S. Distribution Drive
Salt Lake City, Utah

★ **Maintenance & Wear Products**

★ **John Deere Simulators**

WorkSight Machine Solutions

Please RSVP to Diana (801) 262-7441 or rsvp@honnen.com

SALES - SERVICE - PARTS - RENTALS







www.honnen.com 1-800-646-6636

Utah Tech Week scheduled for Oct. 6-10

The week of Oct. 6-10 has been set aside as Utah Tech Week, according to organizers. The organization will hold a series of community-oriented programs and events designed to bring national attention to Utah's burgeoning tech sector and attract talent. Founded to connect, educate and engage with some of the best tech talent in the nation, Utah Tech Week will highlight the state's wealth of opportunities in the tech industry.

In addition to keynote speakers and visits to many of Utah's successful startups, this inaugural weeklong showcase will also fea-

ture panels with entrepreneurs, engineers and investors in Salt Lake City, Park City, Davis County, Cottonwood Heights, Lehi and Provo. Utah Tech Week will also host a "hackathon," in which 30 teams will vie for more than \$10,000 in prize money, a trophy and the title of "Best Development Team in Utah."

"Utah is a booming place for business, and this event will shine a national spotlight on the innovation and ideas taking root here," said Jordan Burke, director of Silicon Slopes. "It's clear that Utah has a wonderful ecosystem

in place that supports technology companies and fosters success, and I hope that Utah Tech Week will help attract even more great companies and tech professionals to join our great state."

In recent years, Utah has received numerous recognitions for cultivating a healthy business and tech-centric environment. Commercial real estate firm CBRE recently reported that Utah's tech sector is growing at about five times the rate of the national economy, and *Forbes* placed Utah at the No. 3 spot on its 2013 Best States for Business list.

Peak closes on fund aimed at Utah seed-stage startups

Utah-based Peak Ventures has announced it has closed on a \$23 million venture capital fund aimed at seed-stage startups in Utah and the Mountain West. The fund will invest initial amounts into early stage companies ranging from \$100,000 to \$1 million. The fund was raised from accredited international and domestic investors.

Local entrepreneurs Jeff Burningham, Jeff Danley and Jamie Dunn founded Peak in 2007 and recently launched a venture arm to support the unprecedented growth in Utah tech innovation. The partners were named this year's Ernst & Young Entrepreneurs of the Year in the Mountain West region. Preceding the fund, Peak was an active local investor funding nearly 20 Utah tech companies. Upon raising the fund, local entrepreneur and investor Sid Krommenhoek left Chegg International to co-manage Peak with Burningham.

"There is a real need for new capital sources to fund the brightest entrepreneurs in Utah," Burningham said. "We plan to meet that need by focusing on the entrepreneur. In the early days of your startup, it's about gaining every possible advantage and executing. In essence, we've assembled the type of venture firm that we

wished would have existed when we were raising capital for our startups."

Burningham and Krommenhoek each have founded and built local startups that were later sold to now publicly listed companies. Burningham founded MindWire, which sold to a NASDAQ listed company, and then founded Peak Capital Partners, a real estate private equity arm of Peak with an asset portfolio valued at \$800 million. Krommenhoek most recently founded education technology startup Zinch, which was acquired by Chegg. He then led Chegg's international business unit until shortly after its initial public offering.

"Having built companies in Utah, we place huge value on having local investors who understand firsthand the needs of a startup," Krommenhoek said. "The past decade of tech growth in Utah has created a savvy group of entrepreneurs who aren't satisfied with the status quo. They're following strong exits from previous wins with even more ambitious startups, raising unprecedented rounds of financing, and seeking talented team members who can perform at a very high level. That's where Peak Ventures will play."

'One Wasatch' ski lift alignments revealed

Two of the three ski lift alignments in the proposed "One Wasatch" concept have been announced, as have survey results showing support for the ski resort interconnection idea.

Ski Utah and seven ski resort managers recently released a new map detailing the lift alignments between Solitude (Big Cottonwood) to/from Alta (Little Cottonwood), and Park City Mountain Resort (Summit County) to/from Brighton (Big Cottonwood). The third connection, between Canyons Resort to/from Park City Mountain Resort, will be determined later.

The map is available at www.onewasatch.com.

The One Wasatch concept would connect seven resorts with

chairlifts and ski runs, giving skiers with a single pass access to more than 18,000 acres, 100 lifts and more than 750 runs.

"Connecting seven of Utah's finest ski resorts while preserving both our water quality and an unrivaled backcountry experience is not an impossible task," Nathan Rafferty, president and chief executive officer of Ski Utah, said during the map release. "Today we have decided to move a step forward in the vision process by conceptualizing lift alignments on a map to continue providing information to the public, encouraging dialog and listening to feedback about these potential connections."

Ski Utah also shared the results of a survey about the One

Wasatch concept. The survey was sent to more than 35,000 online subscribers of Ski Utah's monthly newsletter and snow reports. More than 3,000 people completed the survey.

Seventy-seven percent of respondents have heard about the concept. Among that group, 73 percent believed it is a somewhat or very good idea. Nineteen percent thought it was a somewhat or very bad idea. Eight percent were unsure.

Seventy-one percent of respondents indicated they were somewhat or very likely to use One Wasatch when completed. Twenty-five percent indicated they were somewhat or not very likely to use it.

Blaze cited for no ticket refunds

The Utah Blaze arena football team has cancelled its 2014 season, leading a state agency to cite the company after it sold season tickets and then failed to offer refunds.

The Utah Division of Consumer Protection is advising people to file complaints before Sept. 30 if they want to be included in a settlement agreement regarding ticket refunds with Turf Toe LLC, doing business as the Utah Blaze, which the division said left ticket holders empty-handed after the season cancellation.

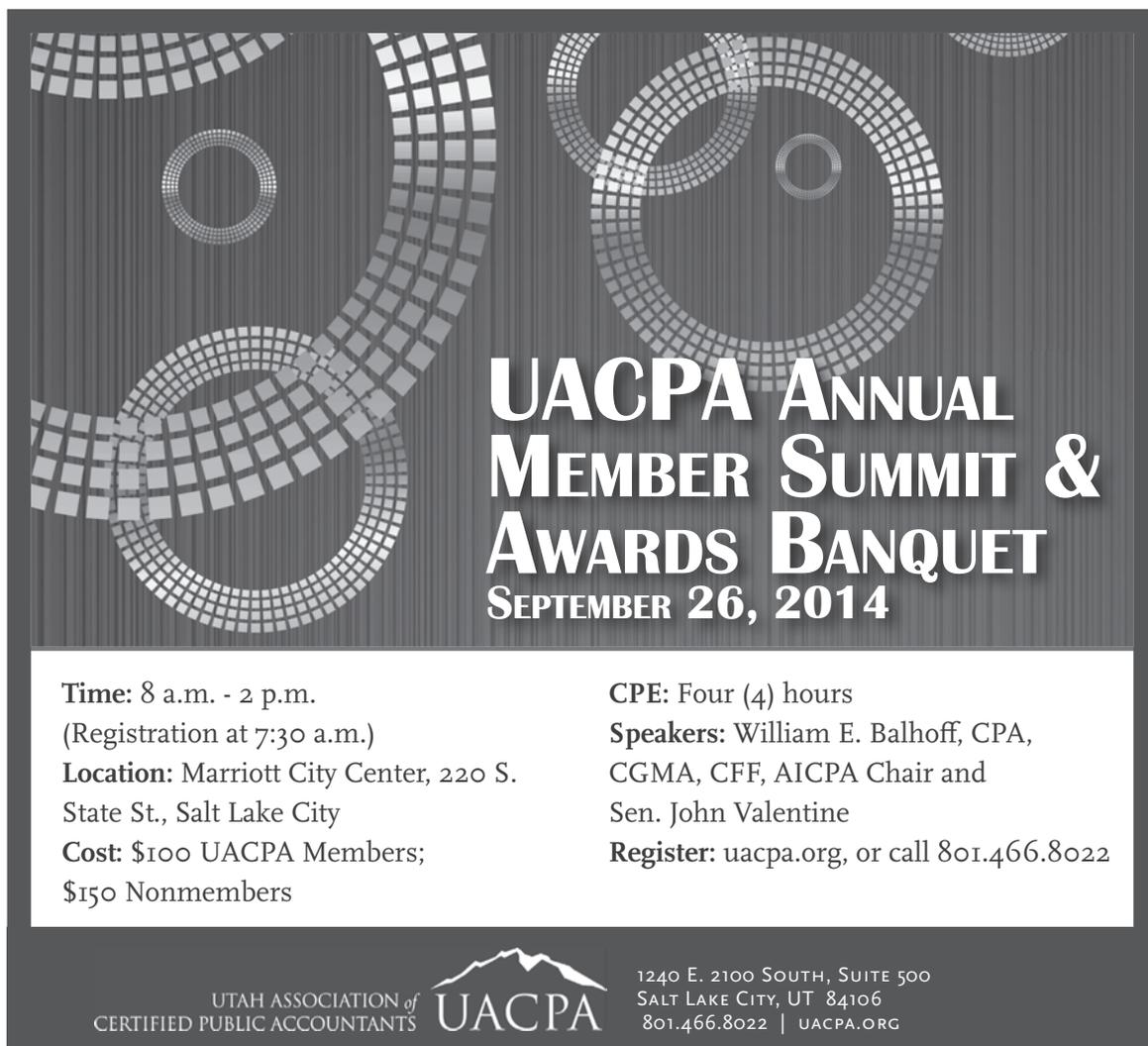
The division contends that Turf Toe sold preseason ticket packages and then failed to issue refunds after the team cancelled participation in the 2014 Arena Football League (AFL) season.

"While the Utah Blaze has decided to remain on the sidelines this AFL season, consumers who bought preseason tickets should not be penalized for their late play," said Francine A. Giani, executive director of the Utah Department of Commerce, which includes the Division of Consumer Protection. "We urge ticket hold-

ers to respond to our division by Sept. 30 to be part of the settlement agreement."

Under the terms of the agreement, the division has directed Turf Toe and its owners, Logan C. Hunter and Kimberly G. Brown, to provide a list of Utah Blaze consumer information as to who purchased tickets, submit bank statements to division investigators along with any refund statements paid to ticket holders, pay the division a \$6,873.50 fine to be used toward ticket refunds, and agree to pay additional refunds once the fine is depleted.

People who purchased 2014 season tickets can have their claims considered by sending their name, address, telephone number and proof of payment to the division offices by Sept. 30. They may file online at www.dcp.utah.gov and click on "File a Complaint"; fax the claim information to (801) 530-6001 or mail it to the Utah Department of Commerce, Division of Consumer Protection, Attn: UT Blaze Claims, 160 E. 300 S., P.O. Box 146704, Salt Lake City, UT 84114-6704.



UACPA ANNUAL MEMBER SUMMIT & AWARDS BANQUET
SEPTEMBER 26, 2014

Time: 8 a.m. - 2 p.m.
 (Registration at 7:30 a.m.)

Location: Marriott City Center, 220 S. State St., Salt Lake City

Cost: \$100 UACPA Members; \$150 Nonmembers

CPE: Four (4) hours

Speakers: William E. Balhoff, CPA, CGMA, CFF, AICPA Chair and Sen. John Valentine

Register: uacpa.org, or call 801.466.8022

UTAH ASSOCIATION OF CERTIFIED PUBLIC ACCOUNTANTS **UACPA**
 1240 E. 2100 SOUTH, SUITE 500
 SALT LAKE CITY, UT 84106
 801.466.8022 | UACPA.ORG

TCU receives grant to fund help for healthcare enrollees

Take Care Utah (TCU) has, for the second year, received a federal grant to offer free help to Utah consumers enrolling for health insurance.

TCU's network of health insurance enrollment experts received \$485,198 from the U.S. Department of Health and Human Services (HHS). The funds will enable the organization to continue to offer one-on-one assistance to help Utahns learn about signing up for quality, affordable health insurance.

Take Care Utah is a partnership of the Association for Utah Community Health (AUCH), the Utah Health Policy Project (UHPP) and the United Way 2-1-1. The grant covers the 2014-15 enrollment period and is part of Utah's share of the \$60 million made available to fund navigator programs around the nation. The insurance marketplace at health-care.gov opens Nov. 15.

Take Care Utah received a \$406,000 grant in 2013 to cover the first enrollment period, which saw 84,601 Utahns sign up for new private insurance.

"We know that signing up for health insurance isn't easy," said Matt Slonaker, executive director of UHPP. "Now, with a year of experience under their belts, the enrollment experts at Take Care Utah are ready again to help Utahns bring home the health insurance coverage they need."

The three lead partners will team up with multiple organizations around the state to help enroll underinsured and uninsured residents in new coverage. Participating organizations include the National Tongan American Society, Alliance Community Services, Comunidades Unidas and Community Health Connect, in addition to the state's 40 not-for-profit health centers.

Navigators are trained to help people apply for health insurance and understand the new options that will be made available through the Affordable Care Act (ACA). The navigator program was developed to help people throughout the state fill out applications, apply for tax credits and understand their new benefits.

prominent buildings with its windows are the World Trade Center buildings in New York City and the Willis Tower in Chicago. The company's windows are on five of the top 10 tallest buildings in the world, as well as many casinos in Las Vegas.

"Demand for commercial architectural glass has risen sharply in the last six months," Kelly Schuller, the company's president, said in a prepared statement. "We are excited to welcome back the St. George team and look forward to strengthening customer service by taking this major step to increase our capacity. The reopening of St. George allows us to better align our overall capacity with levels of demand that are higher than we have seen in several years."

The Viracon project is expected to produce total wages of \$118.6 million over 10 years and new state tax revenue of \$7 million during that period.

The \$5.25 million Oemeta project is expected to produce wages totaling \$12.6 million over seven years and new state tax revenue of more than \$567,000 during that time.

The company also had been offered incentives from Texas and Nevada.

Oemeta is a division of a 90-year-old, privately held specialty chemical company founded in 1916 in Berlin.

Derek Miller, president and chief executive officer of the World Trade Center Utah, said the company's move to Utah will reactivate a dormant foreign trade zone in Salt Lake City.



Ski lifts at Park City Mountain Resort will be operating this winter following an announcement by Val Resorts Inc. that it has purchased the assets of the ski area.

Vail purchase resolves PCMR dispute

In a surprise announcement late last week, Vail Resorts Inc. revealed that it has acquired Park City Mountain Resort (PCMR) from Powdr Corp. for \$182.5 million in cash. With the acquisition, all aspects of the dispute and litigation that threatened to keep the resort closed this winter have been resolved. Just two days earlier PCMR had agreed to pay a court-ordered \$17.5 million bond in a dispute over the renewal of the lease on the ski terrain of the resort.

The acquisition includes all of the assets of Greater Park City Co., the land used for ski terrain

at the resort held by Ian Cumming and parking lots owned by Powdr.

"First and foremost, we are very pleased to bring a permanent end to this dispute and provide assurance to the guests and employees of PCMR, and to everyone in the Park City community, that they no longer have to worry about any disruption to the operation of the resort. This has been a difficult period for everyone involved and I commend (Powdr CEO) John Cumming and Powdr Corp. for helping to find a solution to this situation," said Rob Katz, chairman and chief executive officer of Vail Resorts.

Blaise Carrig, president of Vail Resorts, will act as interim chief operating officer for the resort.

"We understand that this acquisition represents a change for all of the employees of PCMR and I look forward to working with everyone on the PCMR team as we develop a vision for the future of the resort," said Carrig.

Mountain operations of PCMR and nearby Canyons will remain separate for the 2014-2015 ski season. However, the majority of all lift tickets sold at either resort will be valid at both PCMR and Canyons.

GOED

from page 1

pected to create 300 jobs over 10 years. The Minnesota-based company received a GOED incentive 2006 but the plant later closed.

Jerry Oldroyd, chairman of the GOED incentives committee, said Viracon is "a very, very significant kind of company" for Washington County. The project could help the county shoulder the blow of the closing of the Blue Bunny ice cream plant.

"We love St. George," Monte Mitchell, the company's chief financial officer, told the board. "Unfortunately, we were in a situation when the recession hit, it really hit hard in the West Coast and west of the Rockies ... [It is a] great workforce. We're hoping to be able to hire a number of people back who worked for us previously, so that will help with our ramp. And, believe me, we're having conversations about some hiring people from Blue Bunny"

Oldroyd said the company also had been approved for incentives from Georgia and Minnesota, where it has production facilities. It also has a plant in Brazil. Its parent company, Apogee Enterprises Inc., also is based in Minnesota.

Viracon manufactures and sells custom commercial windows, with its specialty being for buildings of 10 stories or more. Viracon, operating since 1970, has about a 70 percent market share for commercial buildings over 10 stories in North America. Among



PINNOCK, ROBBINS, POSEY & RICHINS
Certified Public Accountants • A Professional Corporation

1944-2014 - Celebrating 70 years of solving problems

Tax Planning and Compliance

We believe careful tax planning is most valuable when performed in anticipation of transactions or potential problems and that filing a tax return is the final step in a process of developing and executing tax strategies. Some of our tax planning services include the following:

- Income and Estate Tax Projections and Planning
- Multistate Tax Planning and Analysis
- Choice of Entity/Tax Accounting Method Planning
- Business Transactions Planning
- Charitable Giving Strategies
- Like-Kind Exchanges and Other Deferral Techniques
- Executive Compensation and Stock Option Analysis
- Roth IRA Conversion Planning

215 S. State St., Ste. 850, Salt Lake City - (801) 533-0409 - www.cpaandmore.com



Industry Briefs

BANKING

• **Bank of Utah**, Ogden, has appointed **Scott Roberts** and **Ray Mudrow** as mortgage loan officers. Roberts will be in the Bank of Utah's South Towne mortgage lending office. He has 16 years of experience and has been involved in funding 9,000 loans over his career. Most recently, he worked for Aclaime Credit Partners as vice president and principal lending manager. Roberts attended the University of Utah. Mudrow is at the 711 S. State St. branch in Salt Lake City. He has more than 20 years of experience in the field and has facilitated loans for Wells Fargo, US Bank and National City Bank. He specializes in residential, commercial and construction lending.



Scott Roberts



Ray Mudrow

five direct selling companies. Prior to joining Younique, Gill was vice president of marketing communications at MonaVie. He received his B.A. in International Relations from Brigham Young University, an M.A. in English from Utah State University, and a professional certification in Integrated Marketing Communication from the University of Utah.



Everything for the Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801- 262-5761

www.centuryeq.com



GOVERNMENT

• **Utah** has been awarded \$500,000 by the U.S. **Small Business Administration**, one of 24 awards totaling \$8 million to states, to support activities to increase exporting by small businesses. Utah's award will be matched by state funds of \$166,667. The State Trade and Export Promotion (STEP) Program is designed to increase the number of small businesses that begin to export and increase the value of exports for small businesses that currently export. The 2014 awards are designed for states to assist small businesses with the following export related activities: participation in foreign trade missions, foreign market sales trips, subscription services provided by the U.S. Department of Commerce, design of international marketing campaigns, export trade show exhibits, training workshops or other export initiatives that are in line with the objectives of the program.

HEALTHCARE

• **Summit Foot & Ankle** has announced a new Salt Lake City clinic that will feature treatment available to surgically or naturally heal feet. The company has clinics at 1377 E. 3900 South, Suite 200, Salt Lake City; 4019 W. 12600 S., Suite 120, Riverton; and 74 Kimballs Lane, Suite 350, Draper.

PHILANTHROPY

• **KeyBank's Utah Market** and the **KeyBank Foundation** have donated \$50,000 to and

entered into a partnership with **The Road Home**. The partnership will include KeyBank participation at various fundraisers and events benefitting The Road Home over the coming year. The Road Home is a Salt Lake City-based nonprofit helping people out of homelessness and back into the community. In 2013, it provided 353,846 nights of shelter to 7,065 men, women and children.

RECOGNITIONS

• **Scott Barnes**, chief technology officer at StorageCraft Technology Corp., Draper, has been named to the **2014 CRN Top 100** list. The annual list recognizes the key players who continue to shape the way the information technology channel does business. The list is selected by the *CRN* editorial staff. Barnes was named one of the Top 25 Innovators, described as those "setting the technology course and successfully responding to the rapidly changing marketplace." Honorees are featured in the August issue of *CRN*. Barnes is one of StorageCraft's five cofounders.



Scott Barnes

SERVICES

• **DecisionWise**, Provo, has hired **Greg Zippi** as vice president of business development and a member of the company executive team. He will lead the company's business development function, consisting of the sales, marketing and product development teams. Zippi has experience in global sales, marketing, operations and technology. He also has held senior and executive roles in both sales and operations at companies including Omniture, Adobe, Oracle and most recently TapInfluence.



Greg Zippi

• **Peak Alarm**, Salt Lake City, has hired **Larry Love** as part of its commercial systems team. Love has extensive experience in the alarm industry and has led companies as an executive. He managed AS&F for the past 16 years and served as chairman of the Alarm System Security and Licensing Board for the Utah Division of Occupational Licensing, as well as serving on the



Larry Love

Construction Trades Commission for the state of Utah. He also participates on a fire alarm committee for the Utah State Fire Marshal.

• **Noah's** will break ground on its 20th wedding and event venue Sept. 18 at 644 N. 2000 W., Lindon. The 9,470-square-foot building will host corporate and social events and will be Noah's second location in Utah, with the first in South Jordan. Noah Corp. was founded in Utah by William Bowser in 2003 and the company's first event venue was built in Lindon in 2007, followed by the 2009 opening of the 32,000-square-foot location in South Jordan. The company has since expanded across the country, opening locations in Arizona, Colorado and Texas. Additional locations are under construction in Oklahoma, Illinois, Florida, Arkansas, Kansas and Kentucky. The original location in Lindon was sold in 2013.



Sell your equipment with the experts.
rbauction.com

TRANSPORTATION

• **C.R. England**, Salt Lake City, has appointed **TJ England** as vice president and general counsel. England joined the company in January 2012 as associate general counsel and has been the deputy general counsel and director of corporate compliance since April 2013. Before joining C.R. England, he was an attorney with Ray Quinney & Nebeker and worked in the American Trucking Association's Litigation Center in Arlington, Virginia. His special-



TJ England

ties include transportation compliance and commercial and tort litigation. His education includes a bachelor's degree in finance from the University of Utah. England succeeds **Nelson Hayes**, who led the legal department since 1993. Hayes will remain with the company and retain his title of senior vice president and litigation counsel in advance of his retirement in late 2015. Prior to joining C.R. England in 1993, Hayes was a partner in private practice for 15 years. He served on the board of the Trucking Industry Defense Association for nine years and has participated as faculty for numerous organizations. He received his bachelor's degree from Brigham Young University and his J.D. from Brigham Young University's J. Reuben Clark Law School.

• **SkyWest Airlines**, a subsidiary of St. George-based SkyWest Inc., has promoted **Tracy Gallo** to vice president of flight operations. He will be responsible for all areas of SkyWest's flight operations, including the airline's flight training, flight control and crew scheduling, and will oversee the development and implementation of operations policies and procedures. Gallo has more than 20 years of experience in flight operations, including flight instructor, simulator instructor and check airman. He spent four years as director of flight training. Gallo succeeds **Klen Brooks**, who retires after 40 years with the airline.

The Home of Heavy Equipment



Dozers Excavators Scrapers Water Equipment Fuel/Lube Trucks Articulated Trucks Dump Trucks Demo Equipment Wheel Loaders Mining Equipment	Ryan Johnson Office: 801.978.3300 Cell: 801.699.7614 Rjohnson@wrsrents.com www.wrsrents.com
---	---

WRS
WORLDWIDE RENTAL SERVICES

1125 Legacy View Street, Salt Lake City, UT 84104



WE'VE GOT WHAT IT TAKES TO KEEP YOU GOING STRONG.



www.wheelercat.com
800-662-8650

THE Enterprise
UTAH'S BUSINESS JOURNAL

WHY SHARE? GET YOUR OWN COPY!

To Subscribe
Call: 801-533-0556
or go online to:
slenterpise.com



Is your analyzed bank account adding up?

What fees am I being charged? What are those fees really for? What is the total cost to me? Does it make sense to have an analyzed account? Would I be better off with a different type of account?

Perhaps you already have an analyzed account or your financial institution is requiring your account to become analyzed. Most banks require businesses to be analyzed once they reach a certain volume of transactions as a way to keep track of and pay for services used.

Maybe you already have an analyzed account but you don't really understand what you're reading when you look at your statements. Here, my goals are to help you gain a basic understanding of how analyzed accounts work, understand a little more about your statements if you have an analyzed account and equip you to talk to your banker to make sure you understand your fees and are using the best type of account for your business.

First off, analyzed accounts are typically used for businesses that have a high volume of transactions, year-round, whether the transactions are checks, wires, ACH, stop payments or other. To keep track of the fees charged on each of these transactions — which might be a few cents per check, for example — an analyzed account has a counter that totals the number of each of these types of transactions. Then, the cost of these transactions is either offset with your interest earned or an earnings credit, as a type of balance sheet. Your financial institution then debits or credits the total amount of the two categories. You should note that excess interest that is earned after fees are paid stays in the account, but excess earnings credits do not.

When you look at your statements, you likely already look at that total at the bottom, but are you missing some important information by skipping the rest of the statement? Look at the total and both sides of the statement to get a fuller picture of the valuable services your financial institution is providing and the cost to you.

You can imagine that with a high volume of transactions, there might be pages and pages worth of statements or lines and lines of transactions. With everything a small-business owner has to do, reading every line item may fall low on your priority list. However, understanding what you should look for on your analyzed account statement is critical. You should

be able to understand each fee you're assessed and make sure you're paying for services you really need.

First, look through your statements for the fees you understand.

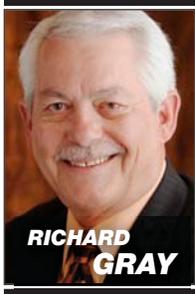
There is probably a maintenance fee on this type of account. Look for fees that are transparent and for a service you use. For some services, pricing may change from month to month if you have a big change in volume of transactions. Check off fees that you understand and know are for services that are valuable to you.

Circle fees you want to talk to your banker about. Watch for fees on basic banking functions like balance transfers and looking at your accounts online in real time. Watch for fees that are charged by netting out transactions. For example, if you send a \$1,000 wire, does your statement show it as a \$1,025 wire, with the fee built in? When you're looking at your statements to make sure your account is valuable to you, it can be easy to miss fees structured this way. Make sure you're not being charged for some services twice.

Then, talk to your banker. Ask him about the fees you circled. Your banker should be able to clearly explain what each fee is used for and why each service has a fee. For example, at Bank of American Fork, each of the fees on our analyzed accounts is charged for services that have a cost for the bank to provide. If there are fees you understand on services you need, it's still wise to ask your banker if there are other ways to get the services you need. Perhaps there's a way to only pay for the service as you use it. If there's another option available to you, your banker will know.

Remember, like with all financial services, understanding analyzed accounts can be a learning curve. As a business owner, it's important to understand what you're paying for and what you're getting in return. If you were unfortunate to find you're being charged fees that don't quite add up, look for a community bank. Typically, community banks are adaptable when it comes to finding just the services you need. Community bankers know their communities, so they're valuable resources for small-business owners.

Richard Gray is senior vice president of SBA lending at Bank of American Fork. He also manages the bank's Murray branch.



RICHARD GRAY



design | furnish | impress

innovate

concentrate

collaborate

celebrate



Midwest
COMMERCIAL INTERIORS

801.359.7681 | www.mwciutah.com

YOU CAN'T COMPETE TODAY

WITH TECHNOLOGY FROM YESTERDAY.

Just as old ideas don't fly for small businesses, neither does old technology. That's why Comcast Business is built for business, offering the high-performance connectivity small businesses need to flourish.

- Up to 5x faster than DSL.
- Backed by 24/7/365 service.
- A single-source provider for all your voice and data services.

COMCAST
BUSINESS
B4B
BUILT FOR BUSINESS™

COMCASTBUSINESS.COM
800-501-6000

Speed comparison between Comcast 100Mbps service and 20Mbps DSL (downloads only). Restrictions apply. Not available in all areas. Actual speeds vary and are not guaranteed. Call for details. Comcast ©2014. All rights reserved.

Calendar

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

Industrial Associates' Quarterly Luncheon. IA is a consortium of aerospace and local businesses doing business with Hill Air Force Base. Speaker will be Gov. Gary Herbert. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$35 for nonmembers. Details are available by contacting kdavis@lsiwiins.com.

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 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 \$195. Registration can be completed at wtcutah.com. Details

are available by contacting Alia Giama at (801) 532-8080 or agiama@wtcut.com.

Sept. 16, 8 a.m.-1 p.m.

"Secrets of a Winning Proposal," an SBIR (Small Business Innovation Research)-STTR (Small Business Technology Transfer) workshop. Participants will learn the dos and don'ts for SBIR-STTR proposals, which are part of competitive federal grants supporting the research and development of novel technology with non-equity funds. Location is the Salt Lake Community College Miller Campus, Sandy. Cost is \$35 for Utah SBIR-STTR Assistance Center (SSAC) search clients, \$50 for non-clients, which includes materials, continental breakfast and lunch. Details are available at <http://business.utah.gov/events/event/sbir-sttr-workshop/>.

Sept. 16, 11:30 a.m.-1 p.m.

Salt Lake Chamber Business Women's Forum (BWF) September Luncheon. Event will feature a panel discussion about work-life balance. Location is Alta Club, 100 E. South Temple, Salt Lake City. Cost is \$30 for BWF members, \$40 for nonmembers. Details are at slchamber.com.

Sept. 16, 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 with lunch. Details are at www.davischamberofcommerce.com.

September 16, 3-5 p.m.

"The Patent Process and How to Accelerate It," a Utah Technology Council (UTC) Clean Tech Roundtable event. Kelly Echols from Stoel Rives will provide an overview of the patent process, including the internal process to protect IP/company value. Josh Randall from Holland & Hart will discuss ways to accelerate the process. Location in Holland & Hart LLP, 222 S. Main St., Suite 2200, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech.org or (801) 568-3500.

September 16-17

2014 Crossroads Conference, hosted by the Utah Human Resources State Council. Event is the largest human resources conference in Utah. Keynote speakers are Linda Sharkey, author of *Optimizing Talent*, and psychologist Matthew Lieberman. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$225 for a single day, \$399 for full conference. Details are at <http://utahcrossroadsconference.org/>.

Sept. 17, 8 a.m.-1 p.m.

10th Annual NAWBO (National Association of Women Business Owners) Chicks with Sticks Golf Event. Women-only tournament features a nine-hole scramble format. Event begins with 8 a.m. breakfast and registration, followed by a 9 a.m. shotgun start, and lunch begins at 11:30 a.m. Details are at nawboslc.org/events/golf.

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 Economic and Business Research, 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, 9 a.m.-12:30 p.m.

2014 HireLive Career Fair. Job opportunities include inside sales reps, outside sales reps, account executives, retail managers, account managers, insurance sales, customer service, technical sales, sales managers, pharmaceutical sales, telesales, sales trainer, merchandiser, mortgage brokers, financial planners, route sales, retail sales, retail management and human resources. Participants are asked to dress professionally, bring more than 10 copies of their resumes and research companies prior to the event. Location is Doubletree Hotel, 110 W. 600 S., Salt Lake City (parking is free). Free for job seekers. Details are at www.hirelive.com.

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. Speaker is Liz Wiseman, author of *Multipliers: How the Best Leaders Make Everyone Smarter* and president of the Wiseman Group. 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.

Sept. 17 and 24, noon

Business Preparedness Webinars, hosted by the U.S. Small Business Administration and Agility Recovery. Half-hour webinars include "The Top Five Steps for Preparedness This Year" on Sept. 17, and "If You Do Nothing Else This Year" on Sept. 24. Details and registration are available at <http://snurl.com/296yw4e>.

September 18-19

"What's in Out Back" Economic Summit. Activities include keynote presentations by Lt. Gov. Spencer Cox and Chad Lewis on Sept. 18 at the Utah Valley University Wasatch Campus, 3111 N. College Way, Heber. Sept. 19 features a golf tournament at the Wasatch Mountain Golf Course. Cost is \$45 for the summit only, \$60 for the tournament only, \$105 for both events. Details are at <http://www.hebervalleybusiness.com/businesssummit>.

September 18-19

"Utah Purpose Economy Conference: Business Leading Policy and Practice," presented by P3Utah. Pre-conference workshops are Sept. 18. Sept. 19 highlights include a keynote address titled "How Caring for Community Produces Peak Profits" by Lt. Gov. Spencer Cox, a global business leader panel discussing "How Business Can Lead Public Policy," a state policy panel discussing "Responsibilities of 21st Century Business," a local leader panel and breakout sessions. Location is Wasatch Retreat and Conference Center, 75 S. 200 E., Salt Lake City. Cost is \$125 for P3Utah members, \$225 for nonmembers. Details are at p3utah.org.

September 18, 7:30-9 a.m.

NAIOP Utah Member Meeting, featuring a "Multifamily Market Update." Experts include Michael Akerlow, director of housing and neighborhood development at Salt Lake City Corp.; Brian Duerden, vice president of the Commercial Real Estate Group at Wells Fargo Bank; Cameron Gunter, CEO of Peg Development; Jeff Nielson, chief financial officer at Wasatch Advantage Group; and moderator Keith Smith, director of development at Hamilton Partners. Location is Wells Fargo Building, 299 S. Main St., Salt Lake City. Cost is \$50 for nonmembers. Registration can be completed at <http://bit.ly/NAIOPsept18MFMarket>. Details are at <http://www.naiop.org/Utah>.

September 18, 8-10 a.m.

"Create Success: Intellectual Property Protection for Growth Technology Companies," an educational breakfast event hosted

by the Economic Development Corporation of Utah (EDCU). Speaker will be Michael Langer of Michael Best & Friedrich LLP discussing IP topics relevant to Utah companies. Location is EDCU offices, 201 S. Main St., Suite 2150, Salt Lake City.

Sept. 18, 8 a.m.-4:30 p.m.

CPAs in Business & Management Conference, presented by the Utah Association of CPAs (UACPA). Keynote speaker is expert face reader Mac Fulfer, who will discuss learning to communicate so a message is better received. Location is South Towne Expo Center, 9575 S. State St., Sandy. Cost is \$270 for UACPA members, \$330 for nonmembers. Registration can be completed at <http://www.uacpa.org/Public/Catalog/CourseDetails.aspx?courseID=14201> or by calling (801) 466-8022.

Sept. 18, 8:30-10 a.m.

Morning Jump Start, presented by the Salt Lake Chamber's Women's Business Center (WBC). Entrepreneur training will include how to efficiently do market research, write a winning business plan and make plans to offer a product or service. Designed for those looking to go into business, in the early start-up stage or looking to improve an existing business. Presenter is Deb Bilbao, business consultant at the WBC. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Free. Details are at slchamber.com.

Sept. 18, 11:30 a.m.-1 p.m.

Mayors' Luncheon, a Davis Chamber of Commerce event. Location is Wight House, 95 N. Main St., Bountiful. Details are at www.davischamberofcommerce.com.

September 19, 6-9 p.m.

New CPA Inauguration, a Utah Association of CPAs (UACPA) event. The black-tie event honors newly licensed CPAs in Utah. Keynote speaker will be Olympic mogul skier Heather McPhie. Activities begin with registration and cocktail hour at 6 p.m., followed by the presentation from 7-9 p.m. Location is Rice-Eccles Stadium Tower, Varsity Room, 451 S. 1400 E., Suite 600, Salt Lake City. Cost is \$100. Registration can be completed at <http://uacpa.org/Public/Catalog/CourseDetails.aspx?courseID=14408> or by calling (801) 466-8022.

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

see **CALENDAR** pg. 10

Enabling Great Design



DUNN ASSOCIATES, INC
Consulting Structural Engineers

Dunn Associates, Inc. Consulting Structural Engineers
380 West 800 South, Suite 100
Salt Lake City, Utah 84101
(801) 575-8877 www.dunn-se.com

CALENDAR

from page 9

Supplier Diversity Program, a Salt Lake Chamber event. Participants will gain awareness of the importance of supplier diversity programs and how to successfully build business relationships with Kellogg. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. RSVPs are encouraged. Details are at slchamber.com.

September 22, 2-4 p.m.

STEM Utah Corporate Soccer Tournament, presented by the STEM (science, technology, engineering and math) Action Center, with assistance from Goldman Sachs, the Utah Technology Council, Comcast and Real Salt Lake. Event is designed to support marketing of science, technology, engineering and math to Utah's school population. Proceeds will benefit the STEM Action Center. Sponsorships are available. Teams may register at www.utahtech.org/stem-soccer. Details about STEM are at www.business.utah.gov/news/stem.

September 23, 2-3 p.m.

"The Internet of Things," hosted by the Lassonde Entrepreneur Institute at the University of Utah. Speaker Jim Heppelmann, chief executive officer of global software company PTC, will discuss "How the Internet of Things and Smart Connected Products Are Changing the World." Location is Spencer Fox Eccles Business Building, Bill and Pat Child Family Community Hall, seventh floor, 1655 Campus Center Drive, Salt Lake City. Free. Registration can be completed at eventbrite.com.

September 23

"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. 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.

September 23-25

Utah Tourism Conference, co-sponsored by the Utah Office of Tourism, part of the Governor's Office of Economic Development

(GOED), and the Utah Tourism Industry Association. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$199. Details are available at www.visitutah.com/utah-tourism-conference.

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 \$115. Website is www.utahglobalforum.com.

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

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker Janice Taylor will discuss support group programs and their benefits. Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

September 24, 3-6 p.m.

The Deal Forum, a Wayne Brown Institute event. Presenting companies will make a live pitch to seek capital for their ventures from a panel of investors in order to receive feedback on their venture; pitch content; and market opportunity assumptions, forecasts and milestones needed to become successful. Location is Zions Bank, 180 N. University Ave., Rock Canyon Room, eighth floor, Provo. Cost is \$25. Details and registration are at eventbrite.com.

September 24-25

Healthcare Analytics Summit 2014, organized by Health Catalyst. Keynote speakers are Dr. Penny Ann Wheeler, president and chief clinical officer at Allina Health; Dr. Charles Macias, chief clinical integration officer at Texas Children's Hospital; Dr. David A. Burton, former chairman and chief executive officer at Health Catalyst; Lizette Yearbook, chief executive officer of Healthy City; Billy Beane, general manager of the Oakland Athletics; Ray Jurzweil, director of engineering at Google; Michael Leavitt, former and chairman of Leavitt Partners and former secretary of the U.S. Department of Health and Human Services; Dr. James Merlino, chief experience

see **CALENDAR** pg. 12

If you're not a social sales pacesetter, you're losing business to one

Here are a few questions to get your social sales juices flowing:

- Why are big companies interested in big data?
- Why are formerly non-social companies suddenly scouring and analyzing social data?
- Why is "mobile" the new "social?"
- Why is "cloud" the new data room?

Often referred to as pacesetters — companies that have chosen to embrace and engage cloud, analytics, mobile and social strategies — are cleaning the clocks of their competitors who have chosen the path of cautious resistance or even abstinence.

NOTE WELL: The real pacesetters are using all four strategies — not one or two.

PERSONAL NOTE: When I saw the statistic that 68 percent of Facebook usage is mobile, I realized the revolution was in full swing and those not playing hard would lose sales, loyalty, goodwill, reputation and profit.

REALITIES:

- Customers are smarter. You

must be at least as smart.

- Customers are social. You must be at least as social.
- Customers are mobile. You must be at least as mobile.
- The availability of online information about you AND your competition is instant.
- Customers expect an easy-to-buy process.

• Mobile is not an option — it's an imperative.

• 24-7-365 is the new 9-5.

My good friend Sandy Carter is one of IBM's general managers and the company's social selling evangelist. Sandy fed me some support data from IBM's recently published 2014 Business Tech Trends Report. The report reveals that previously emerging trends like big data and analytics, cloud, mobile and social are now being implemented across corporate enterprise beyond just experimentation and wait-and-see.

The Tech Trends Report also found that the gaps in IT skills that used to exist within these core segments are starting to narrow as

organizations are uncovering the skill sets needed to use these technologies to their full advantage.

THE SECRET: These big pacesetter corporations have discovered that by partnering with smaller, specialized companies they are able to obtain the critical skills they need to gain a competitive advantage — thus paving the way for innovation and increased market share. They also learned that total integration of all four pacesetter elements was their breakaway move.

BOTTOM LINE FOR FASTER SUCCESS: Pacesetter organizations are now finding partners in a myriad of places, including academia, start-ups, clients, citizen developers and established specialized leaders. Pacesetter corporations that integrate cloud, analytics, mobile and social technologies across their business are four to seven times more likely to use cloud to deliver social, mobile, big data and analytics.

In short, pacesetters use technology for the competitive advantage and the results are more profitable business outcomes.

Here are a few concepts beyond

buzzwords that will help you think about and understand why these strategies are being deployed and bringing amazing returns:

1. Cloud Strategies: Where can I store data and apps that are accessible on demand globally?

2. Social Strategies: How am I in touch with my customers to give them information and social proof, and how can they be in touch with me to tell me all is well?

3. Mobile Strategies: What are my customers using to communicate ideas, needs and desires? How are they accessing my information? How are they purchasing?

4. Analytics Strategies: Data helps make better and smarter decisions. Data shows the past, reveals the present and helps predict trends in the future. Another word for analytics is profit. REALITY: An app without analytics is a washing machine without a motor or a car without gas. How is your EXISTING data being mined, analyzed and used to target trends, analyze profits and increase sales?

4.5 Partnering Strategies: How are you using SEO experts,

app builders, bloggers and social awareness companies — global outside experts — that can help you achieve amazing success in a fraction of the time (and cost) it would take to do it yourself?

YOUR BOTTOM LINE: Now is the time to get your social mojo working in your favor. The opportunity is ripe and the expertise you need is at your fingertips. Carter told me, "The companies we deal with that listen to us with 'all ears' and eagerly implement the pacesetter solutions quickly convert their investment to 'all clicks' as their social interactions skyrocket and sales quickly follow suit."

How's your conversion doing?

"Get involved and get more." If you search the hashtag #IBMBTT you'll be able to access pacesetter ideas and answers — and maybe add a few of your own.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible*, *The Little Red Book of Selling*, and *21.5 Unbreakable Laws of Selling*. His books are now available as online courses at www.GitomerVT.com.

© 2014 All Rights Reserved.



JEFFREY GITOMER

Business Owners and Entrepreneurs -



is proud to sponsor a 4-day and 4-night Empowerment Retreat taught by Douglas Andrew that will educate and empower you on

12 KEYS TO A MEANINGFUL TRANSFORMATION TO THE TOP OF YOUR INDUSTRY AND BEYOND

Professional Secrets that will Transform Your Entrepreneurial Career

AS WE TOUR GRAND CANYON, ZIONS, BRYCE AND CAPITAL REEF NAT'L PARKS ON HARLEY DAVIDSON MOTORCYCLES (OR YOU CAN FOLLOW US IN YOUR CAR) SEPTEMBER 24 - 27, 2014 (WEDNESDAY THROUGH SATURDAY EVENING)

This business empowerment retreat is sponsored by the Utah Educational Institute and Learning Curves. The curriculum is a synopsis of what Doug has invested well over \$3 million in his entrepreneurial career to learn and apply for a life of success and abundance. Doug has presented twice at the Genius Network Master Group (200 of the top entrepreneurs in America) about how to create predictability in your business and life and how to go from inspiration to motivation to implementation to grow ten times in your business. Doug's presentations were captured and distributed to all attendees who paid \$25,000 tuition to be at the conferences. Subsequently Doug was featured in SUCCESS magazine in February 2014 regarding this presentation. On this special 4-day, 4-night tour, Doug will present each evening before dinner and also conduct Q & A during breakfasts and lunches during the tour with additional insights. All participants will receive a color booklet containing images of the 174 slides he uses with space for notes. Be prepared to be overwhelmed with valuable, life-changing insights to your own abundant future, both in your business and personal life for exponential growth. Doug has trained more than 3,000 entrepreneurs including some of the most prominent dentists, doctors, CPAs, financial advisors, tax attorneys and general business owners in America and continues to mentor many of them. Join us and gain fresh insights into how to take your business to the next level and beyond.

SEE REVERSE SIDE FOR DETAILS OF THE EXCURSION AND WHERE TO REGISTER. THIS IS FOR ANY AND ALL BUSINESS OWNERS!

Learning Curves Grand Circle Adventure

Location: Grand Canyon, Zions, Bryce Canyon and Capital Reef National Parks. *Limited space remaining.

4 NATIONAL PARKS AND 2 NATIONAL MONUMENTS IN 4 DAYS OF RIDING

We've taken our classic ride and made it even better. Four of the nation's most popular National Parks and two National Monuments in four days as you ride in the southern corner of Utah and northern Arizona. Experience the red rock, soaring peaks, deep canyons, and wide vistas of Capital Reef, Bryce Canyon, Grand Staircase, Vermillion Cliffs, and Zions on open roads of the West.

All this is wrapped into four days and four nights of great riding, great new friends, great food and lodging, and, of course, the quality CE and learning we are known for.

GO TO: WWW.LEARNINGCURVES.NET CLICK ON: THE RIDES, SCROLL DOWN AND CLICK ON: GRAND CIRCLE ADVENTURE SEPTEMBER 24 - 27, 2014

YOU'LL SEE A MAP OF OUR EXCURSION AND BE ABLE TO REGISTER FROM THERE.

Regular tuition is \$4,500 plus \$500 for a spouse to attend with you. The tuition is all inclusive (hotel, food, motorcycle rental, gas, etc.) A \$500 discount is provided for those registering through Douglas Andrew. Further discounts are available if you provide your own sleeping accommodations the 1st and 5th nights and/or your own vehicle.



Register Now! **DAILY SCHEDULE**

Day 1
Flying into Salt Lake City and shuttling to Provo the afternoon or evening of Day 1, you will find a comfortable room at the Hampton Inn reserved and waiting for you for this first night. If you live in the Salt Lake City area, you may wish to sleep at home the first night.

Day 2
We will pick you up at your hotel for our ride to Timpanogos Harley Davidson where your 2014 Harley will be waiting this morning. (If you have a motorcycle and are staying at home the first night, simply meet us at Timpanogos Harley Davidson at the designated time given on Tuesday evening.) We travel southeast out of Provo over the Wasatch Mountains and into red rock country of Southern Utah. After lunch we ride through Capital Reef National Park to our hotel for the night at the base of Boulder Mountain.

Day 3
Our morning ride takes us across Highway 12 as it crosses Grand Staircase National Monument. This highway is considered one of the most scenic highways in the U.S. We have lunch in Bryce Canyon National Park and then head south to the shore of Lake Powell at Glen Canyon Dam in Page, Arizona, where we spend the night.

Day 4
Our early start gives us the thrill of a one hour walk through Antelope Canyon on the Navajo National Reservation. This Canyon has been featured in National Geographic and Arizona Highways magazines and people travel from all over the world to photograph the beautiful sandstone formations. After Antelope Canyon, we cross Vermilion Cliffs National Monument on our climb to 8,600 feet on the North Rim of the Grand Canyon. After lunch on the North Rim, we head back north to Zion National Park where we spend the night.

Day 5
We travel again through Zion National Park and then head north again following the back roads of Southern Utah to reach Provo for our final dinner together and our last night before returning home on our flight out of Salt Lake City the next morning.

SUSTAINABILITY

Building with sustainable materials

Concrete, asphalt and landscaping products among sustainable building materials

by RANDY ANDERSON

Sustainability is an important and achievable goal when building or remodeling a home or office space. It is vital to consider not only the design of a building but also the choice of building materials.

Whether you're trying to achieve Leadership in Energy and Environmental Design (LEED) credits or simply trying to build more sustainably, consider the following tips when choosing your building materials:

Choose building materials that are locally produced. Buying locally cuts down on fossil fuel consumption and resulting emissions required to transport materials. It is more economical and socially responsible to build with materials manufactured from your local construction materials supplier.

Choose building materials containing recycled products. Ready-mixed concrete is a versatile building material made from sand, aggregates, cement powder and water. Ready-mixed concrete may contain recycled materials that were once considered waste. One of those materials is fly ash.

Fly ash is a byproduct from coal-fired power plants. Concrete mixes can contain up to 50 percent fly ash depending on the application and specifications of the concrete. Replacing cement with fly ash is not only a sustainable choice because of its increased recycled con-

tent, but also creates a more aesthetically pleasing concrete that has higher strength and durability.

Asphalt is one of the most sustainable construction materials because of its recycled content. Asphalt that is removed can be reclaimed and recycled to create new asphalt pavements. Using recycled asphalt in new pavement recycles material that would otherwise be sent to a landfill.

Choose landscaping materials that will help decrease water usage. Reducing shower time, fixing leaking faucets and using low-flow toilets aren't the only ways to reduce water consumption. Significant water savings can be generated by installing a water-wise landscape. Did you know that most Americans use more than 50 percent of their monthly water to maintain their landscapes? Choosing natural landscaping materials that don't require water — such as boulders, decorative gravel and mulch — will help you create a beautiful landscape while reducing water needs at the same time.

Build a sustainable space from the outside in by using sustainable home building materials like ready-mixed concrete, asphalt and landscaping materials. For more information about sustainable building materials, contact Staker Parson Companies at (801) 731-1111 or visit www.stakerparson.com.

Randy Anderson is vice president of materials and north construction for Staker Parson Companies.

CALENDAR

from page 10

conference.

September 27, 9 a.m.

Golf Tournament, a James P. Huber Veterans Foundation event in partnership with Mick Riley Golf Course. Proceeds will benefit the foundation, which provides funding for the recreational therapy program at Salt Lake City's VA. Event begins with a 9 a.m. shotgun start. Location is Mick Riley Golf Course, 421 E. Vine St., Murray. Cost is \$100 for a foursome, sponsorships are \$500 (includes continental breakfast, lunch, tee gifts, prizes and silent auction). Details and registration are available by contacting Mick Riley at (385) 468-1400 or Jim Huber at (650) 743-7663. Registration also can be completed at emeritus1.org.

September 30, 7:30-9 a.m.

"Eating Risk for Breakfast: A Compliance Event Centered Around You," a Utah Technology Council (UTC) event. Discussion will include a quick tutorial on changing regulations, top ways to protect a business and IT infrastructure, pitfalls of non-compliance, and a practical checklist on how to apply compliance to the cloud and IT infrastructure. Presenters are Jason Carolan, chief technology officer at ViaWest, and Philip Bice, sales manager at SilverSky. Location to be announced. Free for UTC members, \$30 for non-members. Details are at www.utahtech.org or (801) 568-3500.

Sept. 30, 8 a.m.-2 p.m.

11th Annual Women's Business Conference, an Ogden Weber Chamber of Commerce event. Location is Weber State University, Shepherd Union Building, 3848 Harrison Blvd., Ogden. Cost is \$55 for members and military, \$65 for nonmembers, \$25 for luncheon only/student rate. Details are available at ogdenweberchamber.com/WIB or by calling (801) 621-8300.

October 2, 7:30 a.m.-noon

Building Owners & Managers Association (BOMA) Utah Education Summit. Event features 12 sessions. Location is 3 Triad, fourth floor, 345 W. North Temple, Salt Lake City. Cost is \$15 per hour for members and their guests, \$25 per hour for non-members. Registration deadline is Sept. 25 and can be completed at www.BOMAUtah.org.

October 2, 6-9 p.m.

2014 Sandy Area Chamber of Commerce Titan Awards Banquet. Black-tie event honors individuals and businesses "that have risen to the call to serve

officer at the Cleveland Clinic; and Dr. Glenn D. Steele Jr., president and chief executive officer of Geisinger Health System. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$495. Details are at www.hasummit.com.

September 25, 7:30 a.m.

Inaugural ACG (Association for Corporate Growth) Golf Tournament. Breakfast and registration begin at 7:30 p.m. Shotgun start is at 9 a.m. Lunch and awards follow. Location is Eaglewood Golf Course, 1110 E. Eaglewood Drive, North Salt Lake. Cost is \$250 for ACG members, \$300 for nonmembers, \$1,000 for a foursome. Sponsorship opportunities are available. Details are available by contacting Linda Blake at linda@acgutah.org.

September 25, 5-7 p.m.

Business After Hours, a Salt Lake Chamber networking event hosted by Blu. Location is Blu., 3760 Commons Lane, Salt Lake City. Cost is \$7 for members, \$20 for nonmembers. Details are at slchamber.com.

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

Women in Business Conference 2014, a Sandy Area Chamber of Commerce event. Keynote speaker is Supreme Court Justice Christine Durham. Other speakers are Derek Miller, president and chief executive officer of the World Trade Center Utah; Annemarie Christopoulos, general manager of Treehouse Athletic Club; Dr. Anne Kiernyn of Jordan Valley Surgical Specialists; and Ginger Johnson, CEO of Happy Chemo. Location is Snowbird Cliff Lodge, 9600 Little Cottonwood Canyon Road, Snowbird. Cost is \$65, which includes breakfast, lunch and a ride on Snowbird's aerial tram. Details are at sandy-chamber.com.

September 25-27

62nd Annual Utah State History Conference, with the theme "Utah Technology Through Time." Sept. 25 features an awards program and keynote speaker Margaret O'Mara of the University of Washington discussing "Place Matters: The Alchemy of Innovation in Utah and Beyond" at The City Library, 210 E. 400 S., Salt Lake City. Sept. 26 features an opening plenary session and four concurrent sessions at The Leonardo, 209 E. 500 S., Salt Lake City. Activities Sept. 27 include "Utah History of Technology" tours. Free, although some tours include a fee. Details and registration are at <http://heritage.utah.gov/dha/dha-special/>

WE AIM TO EASE

Striving to be Utah's Preferred Source for over 60 years.

SAND, ROCK, & LANDSCAPE PRODUCTS

ASPHALT & PAVING

READY-MIXED CONCRETE

CONSTRUCTION SERVICES



STAKER | PARSON
COMPANIES
THE PREFERRED SOURCE



BURDICK MATERIALS
(435) 781-0956



REYNOLDS EXCAVATING
(801) 556-2110



HALES SAND & GRAVEL
(435) 529-7434



STAKER PARSON COMPANIES
(801) 731-1111, OGDEN
(801) 298-7500, SLC



JACK B. PARSON COMPANIES
(800) CONCRETE



WESTERN ROCK PRODUCTS
(435) 628-4384

WWW.STAKERPARSON.COM

see **CALENDAR** pg. 19

SEPT 25, 2014

GOLF TOURNAMENT

EAGLEWOOD



GOLF COURSE

BREAKFAST & REGISTRATION....7:30 a.m.

SHOTGUN START.....8:30 a.m.

LUNCH AND AWARDS FOLLOWING PLAY

Product tent provided by Black Clover

COST

ACG Members\$250

Nonmembers.....\$300

Foursomes.....\$1,000

REGISTER NOW!

FOR MORE INFORMATION CONTACT: LINDA BLAKE AT LINDA@ACGUTAH.ORG | 801.359.8613

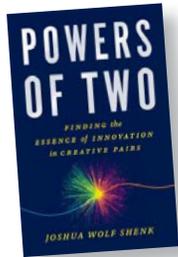
Here's your fall reading assignment

Each month, 800-CEO-READ reviews the best recently released business books. Jack Covert, 800-CEO-READ's founder, long-time president, and coauthor of *The 100 Best Business Books of All Time*, began the series in the year 2000, and it is now penned by 800-CEO-READ's editorial staff and management. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market. For more reviews, visit <http://blog.800ceoread.com/category/jack-covert-selects/>.

...

Powers of Two: Finding the Essence of Innovation in Creative Pairs by Joshua Wolf Shenk, Houghton Mifflin Harcourt, 339 pages, \$28, Hardcover, August 2014, 9780544031593. Reviewed by Michael Jantz.

There is something thrilling about reading accounts of great creativity. We love when a writer can bring together a collection of anecdotes that might reveal something profound about how to ignite the creative spark and nurse



it into a blaze of genius. The purpose, of course, is not mere vicarious experience. We hope we can truly take something away — a recipe for innovation — that will help us spark innovation in our own lives and work. You might want to find a reading partner before you dive into Joshua Shenk's *Powers of Two*. You might not find that hot new recipe for innovation you were hoping for, but you're in for an entertaining look at the unique qualities of creative pairs. Shenk focuses tightly upon a narrow segment of a topic that many of us might consider worn out, lending it a freshness I haven't observed since reading Mihaly Csikszentmihalyi's *Flow*.

Powers of Two is very clear from the start: we're not interested in the lone genius, and we're not looking at groups. The lone genius, Shenk says, is a myth, and groups are simply too unwieldy to analyze in any meaningful way, at least as it might relate to revealing the secret to stimulating creativity. Focusing on pairs only seems a bit narrow at first, but Shenk claims to have studied hundreds of creative pairs for this book (he has the end notes to prove it), and the findings throughout make for a pretty compelling argument. Via his own beautiful metaphor: "Three legs make a table stand in place. Two legs are made for walking or running (or jumping or falling)."

Shenk's argument begins with his definition of the creative pair — a six-step cycle that will define the structure of his book. The cycle begins with *meeting* and climaxes at the *infinite game*, before collapsing into *interruption*, the effective end of the creative pair. Beginning with the meeting, we see the importance of the right circumstances, as well as similarities and differences between two sides of each pair. Shenk's apparent love of The Beatles is not unappreciated here — Team McCartney-Lennon (or Lennon-McCartney, depending on your persuasion) surfaces time and again, as the two make for an ideal example in the world of creative pairs.

Time and again, *Powers of Two* uncovers highly intriguing cases of creative pairs that conveniently demonstrate Joshua Shenk's life cycle for these pairs. What makes the book such an enjoyable read is not the epiphany you hoped was lurking around each corner, but simply the constant referencing of famous pairs that you might have until now failed to see as the creative pairs they were or are. It's not your new recipe book for innovation, but *Powers of Two* certainly provides some fodder for the mind and might help us better understand how to foster creativity and know a creative pair when we see one.

Michael Jantz is 800-CEO-READ's special projects manager.

...

The Power of Noticing: What the Best Leaders See by Max H. Bazerman, Simon and Schuster, Hardcover, 215 pages, 9781476700298. Reviewed by Sally Haldorson.

Sandusky. Madoff. Enron. Hurricane Katrina. These are well-publicized examples of our failure to notice impending disaster. In his new book, *The Power of Noticing*, Max Bazerman expounds on these tales to reveal how we might learn from them in order to prevent similar calamities. As he says, "Understanding what is at work when we fail to notice is crucial to understand how we can learn to pay attention to what we're missing."

In fact, in the worst cases, we make decisions that are unethical because we think we are limited to the better of two bad options.

"I was beginning to realize that there was a serious gap in my understanding of human decision-making failures, a gap that also existed in the scientific and managerial literature on decision making. It was becoming increasingly

clear to me that terrible things happen when our leaders fail to think about data that are outside their typical focus."

Holding himself and everyone else to a high standard, Bazerman asserts that improving our ability to notice is a social responsibility:

"Typically we ignore the growing data or simply decide that we lack sufficient evidence to badger other people for more information that could reveal the truth. Through our silence and complacency we accept and promote corruption."

Beyond the disaster stories, what actually stands out in Bazerman's book is his willingness to use his life as anecdotal evidence of his thesis: no matter how smart we are, if we don't train ourselves to notice what is not immediately in front of us, then we cannot make the best decisions. As such, there is a refreshing biographical element to this book that aids in helping us understand our own failures of prognostication.

Most people put a high value on developing an ability to focus, but Bazerman explains that being focused can actually work against you, and "periodically we focusers should take a break, remove our blinders, and notice all the valuable information around us." Our inattention can be deliberately used against us — think of skilled pick-pockets, or clever magicians, or even ... effective salespeople — and misdirection or deliberate distraction is frequently deployed during high-stakes negotiations.

The Power of Noticing, with its interesting mix of social science and leadership, is one of those books that will encourage and instruct you to make small changes in your awareness that will lead to big changes in the way you understand and interact with the world.

Sally Haldorson is 800-CEO-READ's general manager and in-house editor of *The 100 Best Business Books of All Time*.

...

The End of Absence: Reclaiming What We've Lost in a World of Constant Connection by Michael Harris, Current, 243 pages, \$26.95, Hardcover, August 2014, ISBN 9781591846932. Reviewed by Ryan Schleicher.

Journalist Michael Harris approaches the often-discussed topic of the Internet's impact on our lives from a very specific angle: people living now who were born prior to 1985, who will be the only people in world history to know what life was like both with and without the Internet. As

Which makes the best cruise: river or ocean?

"Best cruise experience I've ever had!" So said the client of a travel agent friend of mine after returning from a Europe river cruise. He had been on a couple of dozen ocean cruises, but he told my friend: "From now on, we're going on river cruises."

In my own opinion, both are great. However, they are totally different experiences.

"Spend less time getting there and more time being there" is the slogan of Viking River Cruises, which has done a fantastic job of marketing the river cruise to Americans. We used to think of a river cruise in terms of a paddle-wheel boat going up and down the Mississippi, whereas modern day ships are much more. They feature rooms with floor-to-ceiling glass sliding doors, as well as fore-to-aft, port-to-starboard decks with lounge chairs where voyagers enjoy continuous close-up views of the countryside while sipping their beverages of choice.



River cruises typically have 100 to 250 guests who are treated to at least one shore excursion each day, which begins as they walk off the ship since the ship itself takes them right to the sights they will be seeing. River cruising offers a feeling of connection to destinations that ocean cruises cannot offer. If motor coach travel is necessary, three or four will be parked dockside, ready to whisk the sightseers to whatever they will be observing. Service on board is emphasized and the cuisine is what one would describe as "fine dining." Mealtimes are in specified periods. Beverages are usually included in the price of the cruise.

Ocean liners are destinations unto themselves. They can be like small cities. The big cruise ships being built these days can accommodate anywhere from 2,500 to 6,000 passengers. Modern ships don't have pools; they have water parks. They have casinos. There are malls. There are spas. They include fitness centers, jogging tracks, basketball courts, rock-climbing walls, flo-riders (simulated surfing), bowling allies, zip-lines — even golf practice facilities. Nightly entertainment on an ocean cruise is offered in an array — full-scale stage productions, jazzbands, rockbands, crooners, stand-up comedians — each at different venues onboard. They have several large main dining rooms offering great food, which is included in the price of the cruise. You can get fine-dining in specialty restaurants for a surcharge. Beverages, except for coffee, tea, lemonade and milk, are not included except on the higher-end cruises. However, there are 24-7 eating and drinking opportunities. When you arrive at a port of call, a shore excursion will not only cost extra, it will usually require an hour of disembarkation time.

You will not find a river cruise for \$499 plus port charges like you might for an ocean cruise. However, river cruises provide excellent value when measured against the price of a similar travel experience on land at the same destinations — add the total cost of sightseeing, transportation, meals, etc., on a seven-day land tour in a four-star hotel or better compared with the cost of a river cruise and the river cruise will win every time.

Plus, with any type of cruise, unpack once and enjoy the local cities and sights along the way, or the ocean, onboard activities and shore excursions at various ports of call, and don't pack again until the cruise is over. With a land tour you will unpack and pack almost every day.

Many ocean cruises are far less expensive than staying at a local Motel 6 and eating at Burger King or McDonald's.

So, is river cruising better, or will ocean cruising be better? Of course, I think the answer is "yes." Yes, because both are great values. And, yes, because it depends on what you are looking for. I've enjoyed a dozen-and-a-half ocean voyages and half-a-dozen river trips. They are different.

Personally, I enjoy both. Of one thing I am convinced: Cruising, whether on rivers or oceans, is far and away the best travel value in the world — unless you are visiting Grandma and Grandpa — because they always pay for everything except the gas driving there and back.

continued NEXT PAGE

not Strictly Business

from PREVIOUS PAGE

part of this generation of people, Harris sets out to discover what we need to do to reclaim what the Internet stole from everyday living — absence:

“I think that within the mess of changes we’re experiencing, there’s a single difference that we feel most keenly; and it’s also the difference that future generations will find hardest to grasp. This is the end of absence — the loss of lack. The daydreaming silences in our lives are filled; the burning solitudes are distinguished.”

The *End of Absence* is not a treatise on how this newfangled Internet is destroying our lives. In some ways, Harris offers solace by recalling other great shifts in information delivery and consumption, and the reactions to those great changes as they happened. When Gutenberg invented the printing press, naysayers foretold a future of unthinking, uncritical masses incapable of rational thought. Thinkers in the 15th century believed that books would force-feed us information instead of eliciting thoughtful discourse. Distilling current criticism of the Internet ends in just about the same prognostications.

Despite that glimmer of hope that we’ll be just fine either way, thank you, *The End of Absence* is wrought with research-induced angst, written with impressive prose that will make anyone on this side of wanting the internet to “get off our lawn” cringe at how we are experiencing, or more precisely not experiencing, the world around us. Harris himself becomes a proxy for our collective over-connectivity, painfully aware of his inability to turn it off even while consciously attempting to disconnect.

To understand what the inability to disconnect is doing to us, Harris believes we need to answer two questions:

- What will we carry forward?
- And what worthy things might we thoughtlessly leave behind?

To find those answers, Harris interviewed neuroscientists (neural plasticity leads to technology actually changing our brains), psychologist (Internet communication creates narcissistic, tech-reliant communication), historians (this is our Gutenberg moment), tech start-ups (tech can be useful in clearing brain space), and even one of his college professors (memorization provides tangible value). Harris set out to find a prescription for reclaiming something — or,

rather, absence. But as the book winds down, it becomes evident that no roadmap to absence exists — a frustrating conclusion for both Harris and the reader. But this doesn’t mean that Harris failed. It means that finding absence just might require the kind of skill that absence itself strengthens, and that is a very basic requirement that we all take a little bit more care to make room for it.

We need to compel ourselves

to drop the phone, walk away from Facebook, and stow the Google-powered technology in order to look up at the night sky, think or not think, daydream, embrace the gentle chill of a fall wind, and be at peace with the physical world. Because if we don’t live life with that care, we, for better or for worse, become both literal and figurative extensions of the algorithms that power Google, Facebook, and whatever comes

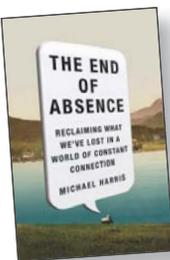
next. It may be a lost cause for future generations, but for Harris, for us, it’s important that we bridge one mode of existence to another, because as Harris so eloquently wrote:

“Human memory was never meant to call up all things, after all, but rather explore the richness of exclusion, of absence. It creates a meaningful, contextualized, curated assemblage particular to

the brain’s singular experience and habits. Valuable memories, like great music, are as much about the things that drop away — the rests — as they are about what stays and sounds.”

I, for one, will try to be more present within those pauses, to ascertain the absence.

Ryan Schleicher is 800-CEO-READ’s corporate learning accounts manager and PR director.



There is no better way to discover *America’s Last Frontier* than with *Princess*. Whether on a cruise, or a land & sea vacation where your clients will experience Alaska's top two attractions — *Denali National Park* and *Glacier Bay National Park*, they’ll be sailing with the “*Best Cruise Line in Alaska*”. *Princess* takes more guests to this wild and beautiful land than any other cruise line, combining the “*Best Shore Excursions*” in the cruise industry, with an unparalleled onboard experience that will give your clients the chance to fully immerse themselves in the culture, history and awe-inspiring beauty of this truly unique region.

With cruises **starting from \$699***, your clients can cross this extraordinary region off their destination bucket list and come back with new perspectives and incredible memories that will last for a lifetime!

INSIDE PASSAGE ROUNDTRIP SEATTLE CROWN PRINCESS® RUBY PRINCESS®

7-day | 2015: May-September
Ports[^]: Seattle, Ketchikan, Tracy Arm Fjord scenic cruising, Juneau, Skagway, Victoria, B.C., Seattle



Informative park rangers in Glacier Bay National Park



CRUISE & TRAVEL MASTERS
801-268-4470

4376 South 700 East, SLC UT 84107

LAND & SEA VACATIONS CORAL PRINCESS® GRAND PRINCESS® PACIFIC PRINCESS® STAR PRINCESS®

9- to 15-night | 2015: May-September
Featuring Alaska's top two attractions - Denali National Park and Glacier Bay National Park, see more of the Great Land with stays at our four exclusive Princess Wilderness Lodges.

www.cruiseandtravelmasters.com

www.facebook.com/cruiseandtravelmasters



* Fares are per person, based on double occupancy, subject to availability & capacity controlled. Government fees & taxes are per person, additional & subject to change. See applicable Princess® brochures for terms, conditions and definitions that will apply to your booking. Offer available to residents of the U.S. and Canada. Other restrictions may apply. ©2013 Princess Cruises. Ships of Bemudan registry.

Opinion

Minimum wage decision can't come down to mob rule

While we talk about democracy and equal rights, we seem increasingly to let both private and government decisions be determined by mob rule. There is nothing democratic about mob rule. It means that some people's votes are to be overruled by other people's disruptions, harassments and threats.

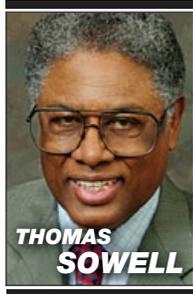
The latest examples are the mobs in the streets in cities across the country, demanding that employers pay a minimum wage of \$15 an hour, or else that the government makes them do so by law. Some of the more gullible observers think the issue is whether what some people are making now is "a living wage." This misconstrues the whole point of hiring someone to do work. Those who are being hired are paid for the value of the work they do.

If their work is really worth more than what their employer is paying them, all they have to do is quit and go work for some other employer, who will pay them what their work is really worth. If they can't find any other employer who will pay them more, then what makes them think their work is worth more?

As for a "living wage," the employer is

not hiring people in order to acquire dependents and become their meal ticket. He is hiring them for what they produce.

Are some people not able to produce much? Absolutely! I know because I was once one of those people.



THOMAS SOWELL

After leaving home as a teenager, I discovered that what I could earn would only enable me to rent a furnished room about 6 feet by 9 feet. Instead of a closet, it had a nail on the back of the door — which was completely adequate for my wardrobe at the time.

It became painfully clear that there was no great demand for a high school dropout with no skills and no experience.

My choices were to get angry at my employer or to acquire some skills and experience — and try to pick up some more education, while I was at it. Even to a teenage dropout, that choice was a no-brainer.

There was no one around to confuse the issue by telling me that I was somehow "entitled" to what other people had produced, whether at the expense of the taxpayers or the employer.

There was a minimum wage law, even

back in those days. But it had been passed ten years earlier, and inflation had raised both prices and wages to the point where it was the same as if there were no minimum wage law.

Thank heaven! The unemployment rate among black teenagers back then was a fraction of what it would become in later years, after "compassionate" politicians repeatedly raised the minimum wage rate to keep up with inflation.

In 1948, the year I left home, the unemployment rate among black 16-year-olds and 17-year-olds was 9.4 percent, slightly lower than that for white kids the same ages, which was 10.2 percent.

Over the decades since then, we have gotten used to unemployment rates among black teenagers being over 30 percent, 40 percent or in some years even 50 percent. Such is the price of political "compassion."

Whatever the good intentions behind minimum wage laws, what matters are the actual consequences. Many people have ideological, financial or political incentives to obfuscate the consequences.

Labor unions are the biggest force behind attempts to raise the minimum wage, not only in the United States but in other countries around the world. That may seem

strange, since most union members already earn more than the minimum wage. But the unions know what they are doing, even if too many gullible observers do not.

Low-skill workers with correspondingly low wages compete in the labor market with higher skilled union members with correspondingly higher wages. Many kinds of work can be done by various mixtures of low-skilled workers and high-skilled workers.

Minimum wage rates that are higher than what most low-skilled and inexperienced workers are worth simply price those workers out of the job markets, leaving more work for union members. All the unions have to do is camouflage what is happening by using rhetoric about "a living wage," or "social justice" or whatever else will impress the gullible.

Life was tough when all I could get were low-paying jobs. But it would have been a lot tougher if I couldn't get any job at all. And a tough life made me go get some skills and knowledge.

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

COPYRIGHT 2014 CREATORS.COM

The cause of Arab fanaticism and jihad is political stagnation

Watching the gruesome execution videos, I felt some of the same emotions I did after 9/11. Barbarism is designed to provoke anger and it succeeded. But in September 2001, it also made me ask a question: "Why do they hate us?" I tried to answer it in an almost 7,000-word essay for *Newsweek* that struck a chord with readers. I reread the essay (<http://ow.ly/B6g2V>), to see what I got right and wrong, and what I've learned in the last 13 years.

It's not just al-Qaeda. I began by noting that Islamic terror is not the isolated behavior of a handful of nihilists. There is a broader culture that has been complicit, or at least unwilling to combat it. Things have changed on his front but not nearly enough.

It's not an Islam problem but an Arab problem. In the early 2000s, Indonesia was our biggest concern because of a series of terror attacks there after 9/11. But over the last decade, jihad and even Islamic fundamentalism have not done well in Indonesia — the largest Muslim country in the world, larger than Iraq, Syria, Egypt, Libya, and the Gulf states put together. Or look at India, which is right next door to Ayman al-Zawahiri's headquarters, but very few of its 165 million Muslims are members of al-Qaeda. Zawahiri has announced a bold effort to recruit Indian Muslims, but I suspect it will fail. †

Arab political decay. The central point of the essay was that the reason the Arab world produces fanaticism and jihad is political stagnation. By 2001, almost every part of the world had seen significant political progress — Eastern Europe, Asia, Latin America, even Africa had held many

free and fair elections. But the Arab world remained a desert. In 2001, most Arabs had fewer freedoms than they did in 1951.

The one aspect of life that Arab dictators could not ban was religion, so Islam had become the language of political opposition. As the Westernized, secular dictatorships of the Arab world failed — politically, economically and socially — the fundamentalists told the people, "Islam is the solution."

The Arab world was left with dictatorships on the one hand and deeply illiberal opposition groups on the other — Hosni Mubarak or al-Qaeda. The more extreme the regime, the more violent was the opposition. This cancer was deeper and more destructive than I realized. Despite the removal of Saddam Hussein in Iraq, and despite the Arab Spring, this dynamic between dictators and jihadis has not been broken.

Look at Syria, where until recently, Bashar al-Assad was actually helping the Islamic State, also known as ISIS, by buying oil and gas from it and by shelling its opponents, the Free Syrian Army, when the two were in battle against each other. Assad was playing the old dictator's game, giving his people a stark choice — it's either me or ISIS. And many Syrians (the Christian minority, for example) have chosen him.

The greatest setback has been in Egypt, where a nonviolent Islamist movement took power and squandered its chance by overreaching. But not content to let the Muslim Brotherhood fail at the polls, the army displaced it by force and moved back into power. Egypt is now a more brutal police state than it was under Mubarak. The Muslim Brotherhood has been banned, its

members killed and jailed, the rest driven underground. Let's hope that 10 years from now, we do not find ourselves discussing the fall of Egypt.

What did I miss in that essay 13 years ago? The fragility of these countries. I didn't recognize that if the dictatorships faltered, the state could collapse, that beneath the state there was no civil society, and in fact, no real nation. Once chaos reigned across the Middle East, people reached not for their national identities — Iraqi, Syrian — but for much older ones — Shiite, Sunni, Kurd and Arab.

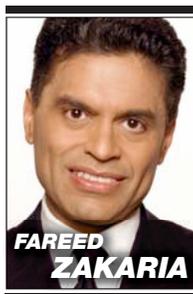
I should have paid greater attention to my mentor in graduate school, Samuel Huntington, who once famously explained that Americans never recognized that in the

developing world, the key is not the kind of government — communist, capitalist, democratic, dictatorial — but the *degree* of government. That absence of government is what we are watching these days, from Libya to Iraq to Syria.

...

In a previous column, I reported incorrectly that 70 percent of Iraq's battalion commanders were replaced during the 2007 surge of U.S. forces in Iraq. According to the former administration official quoted in the column, 70 percent of the commanders of Iraq's police commando battalions were replaced, not of those in the army overall.

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



FAREED ZAKARIA



Opinion

Flip those flaws; turn setbacks into springboards

Do you sometime get hung up on your flaws or muddled down by life's challenges? If you do, you're in good company. Most people get at least temporarily waylaid by difficulties, but it's what we do after the initial negative impact that



DOUG ANDREW

matters most. Whether it's in business, with our families or in our personal endeavors, we don't have to be held back by our mistakes or setbacks. We can flip them — with something I call the “negative experience transformer.”

The next step is to deal with our setbacks by incorporating faith, hope and charity, which I've talked about in a previous article. Essentially it means to replace fear with faith, to look for hope in our ability to resolve the situation, and to approach ourselves — and others — with love that extends beyond frustration or offense over the current situation.

Next, we've got to get out of ourselves and realize in this world of constant global change, people are always feeling confused and isolated and powerless. We need to ask ourselves, “How can I help other people get the clarity, confidence and capability they

need to clear up that confusion, isolationism and powerlessness?” We do that with leadership, relationships and creativity. The great part about this? If you help other people get their canoe across the pond, your canoe gets across the pond.

At this point you'll be ready for the final steps, which are to: 1. Consciously train your mind and body to unconsciously act in harmony with your family values and vision by doing an R Factor question, and 2. Perform a DOS analysis (which will help you eliminate the danger, seize the greatest opportunities and harness the greatest strengths of the situation). These steps are

so critical — and so intensive — that I will cover them in more detail in a future article.

Essentially, by following these steps, we can take any negative experience or flaw, flip it into a positive and then turn it into intellectual capital that we can then pass on to employees, family and associates. And when we do this regularly? We get even farther ahead than if the setback had never happened, and that's powerful, abundant living!

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

I developed a seven-step process for turning life's negatives into positives a few years ago. First, we've got to look at our mindset. How are we looking at the issue? A pessimist is a person who sees challenges in every opportunity, where on the other hand the optimist is a person who sees the opportunities in every challenge. There's also the saying, “When the going gets tough, the tough get going.” And I love the quote from Gene Kranz, the legendary NASA flight controller who led the effort to save the Apollo 13 mission, when he said, “Failure is not an option.”

Next, we take that mindset check to the next level by doing a gratitude assessment. In other words, you want to identify those things that you are grateful for. This helps us get out of that victim mentality. If you think about it, the word appreciate means to increase in value. It also means to fully understand the circumstances. As you appreciate what you have — both the good and the bad — your whole life can appreciate in every sense of the word.

The next step in this process is to gain the proper perspective. It's important to always keep the big picture in mind, reminding ourselves this is a small moment in time. We can ask ourselves, “What can I learn from this?” An anonymous writer once penned, “It's often the view from where you sit that makes you fear defeat. Life is full of many aisles, so why don't you change your seat?”

Safeguard Commercial and Residential Pest Control A CLEAN & HEALTHY WORK ENVIRONMENT

We guarantee to make you happy, and put your work force at ease.

No matter the size of your business, school, restaurant, day care, medical office, shopping center, or other commercial location, SafeGuard has the experience and equipment needed to protect your property from pests. We'll keep your employees and customers safe and comfortable.



Contact us for a quote on pest resolution and prevention at your work place. We'll provide a free consultation and evaluate your concerns, then customize a service program based on your needs and budget.

**CALL US TODAY FOR
FREE ESTIMATE**

(385) 351-4551
safeguardpestco.com



Safeguard Pest Control
Protection From Little Intruders



**NOURISH YOUR COMMUNITY.
NOURISH YOUR BUSINESS.**

Be a part of the Annual Summer Business Food and Fund Drive

Summer is a time of great need at Utah Food Bank. We depend on businesses and organizations to host food and fund drives to help feed those in need.

Join with us! Register for a food or fund drive at:
www.UtahFoodBank.org

June 2 through August 31, 2014



Sponsored by Les Olson Company

TRIBUNE

from page 1

age of declining print revenues for complete control of its digital products.

“These folks have made the decision that that’s the future,” he said. “Anti-trust laws do not invite the court to question those decisions.”

Utah Newspaper Project attorney Karra Porter characterized the *Tribune* as “hemorrhaging” as a result of the deal and is in “imminent” danger of closing. She said the court is obligated to step in when a business model runs

afoul of anti-trust laws.

Kearns-Tribune and its owner, Digital First Media, and the *Deseret News* renegotiated the decades-old agreement in October 2013 at the *Tribune*’s request. Digital First Media is owned by New York-based Alden Global Capital LLC.

The *Deseret News* became the majority partner in exchange for other concessions, including the multi-million dollar sale of real estate and printing presses to the *Deseret News*, and guarantees about the independence of both papers.

The *Deseret News* now receives 70 percent of the revenue

but also pays 70 percent of the costs associated with the business. The *Tribune*’s ownership is now 30 percent.

John Paton, CEO of Digital First Media, which owns Kearns-Tribune, wrote in a court declaration that the agreement is intended to save the newspaper. He said there are no plans to close the *Tribune*. He said he would not have agreed to the amendments if he thought they would hurt the quality of journalism or the independence of *Tribune* reporters.

The ruling last week now puts the case into the evidentiary stage, which probes deeper into details of the newspapers’ joint-

operating agreement (JOA) “I’m glad the court is going to require the defendants to come forward with some information about this deal that has such an impact on the community,” said O’Brien, a former *Tribune* reporter and editor.

The JOA between the *Tribune* and *Deseret News* is allowed for non-news operations such as printing, advertising and distribution under the Newspaper Preservation Act. That 1970 federal law frees newspapers from key antitrust rules in certain business practices to support their survival.

Since the revised JOA was signed, the *Tribune* has laid off

27 employees and eliminated several print features, including its award-winning Faith section. Utah Newspaper Project cites those changes as a symptom of “a downward spiral” triggered by the JOA revisions.

CALENDAR

from page 12

and strengthen our community.” Honorees are Greg Miller, chief executive officer of the Larry H. Miller Group of Companies; Pamela J. Atkinson, humanitarian community advocate; and Kyle Beckerman of the U.S. National Soccer Team and captain of Real Salt Lake. Activities begin with a 6 p.m. reception, followed by the program and banquet at 7 p.m. Location is Little America Hotel, 500 St. Main St., Salt Lake City. Cost is \$1,500 for table of eight; \$1,250 for Sandy chamber members. Reservations can be completed at sandychamber.com or by calling (801) 566-0344.

October 3, 8-9:30 a.m.

“SEO Strategies & Resources to Make Your PR Rock,” a Utah Technology Council (UTC) PR event. Discussion will focus on ways SEO can increase PR and social media success, how to use SEO to build and drive online reputation, how to build a solid reputation online and steps you should take to reconcile and correct the bad news if you’ve been unfairly maligned online. Location is MasterControl, 6330 S. 3000 E., Suite 200, Salt Lake City. Details are at www.utahtech.org or (801) 568-3500.

October 3

Utah County Innovator Roundup Entrepreneurship Contest Final Round, presented by the Utah County Association of Realtors, in partnership with Google Fiber and Downtown Provo Inc. Location is Provo Convention Center, 220 W. Center St., Provo. Event is in conjunction with the Downtown Provo Fall Festival and the Rooftop Concert Series fifth anniversary concert. Details are at www.innovatorroundup.com.

October 7

RealtyAlliance Convention. Event is a gathering of 125 real estate brokerages. Discussions will focus on topics including industry changes and questions pertaining to the ever-evolving real estate market, syndicate websites, business development, digital marketing strategy and networking. Keynote speaker is Mitt Romney. Location is the St. Regis Deer Valley, 2300 Deer Valley Drive E., Park City. Details are available at therealtyalliance.com.



Solutions for every stage of your business

Start

Run

Expand

Transition

From local entrepreneur to national success.

Whether you’re starting or expanding your business, U.S. Bank can help you manage cash flow, payments and loans for future growth opportunities. Call your local U.S. Bank Business Banker, and let’s talk.

Joe Eyre

Business Banking
801.233.3309

All of **us** serving you®

connect
usbankconnect.com

branch
usbank.com/smallbusiness

Preferred SBA Lender



Subject to normal credit approval and program guidelines. Some restrictions and fees may apply. Please see your banker for more information. Deposit products offered by U.S. Bank National Association. Member FDIC. ©2014

usbank

AFRICA

from page 1

cessful. It's a little bit more than that."

Several speakers cautioned against overgeneralizing about Africa. Elizabeth Goryunova, executive vice president and chief operating officer at the World Trade Center Utah, noted that the continent has 54 countries, including 48 in the sub-Saharan region. She suggested that businesspeople learn about specific countries, their micro-economies and which industry sectors are getting government encouragement for investment.

"Africa is many, many different peoples ... Cultures are very different from region to region," said Franz Kolb, regional director for international trade and diplomacy at the Governor's Office of Economic Development. "And when we do business over there, from a risk standpoint, we eventually do business with people and with systems, with governments. And due diligence is always important."

Kolb encouraged businesspeople to visit Africa, meet the people, establish relationships that are long-term and experience the cultures as they proceed with any business ventures there. "I think

we need to have an attitude that they're great business partners and great opportunities," he said.

Several panelists stressed that good business principles are needed in Africa, just as they are in other parts of the world. Kolb said business plans help companies "avoid any surprises."

"When you do an international venture, you need to do the same thing," he said, although he acknowledged that overseas business activities feature more unknown factors.

Mark Garfield, senior vice president of international banking at Zions Bank, said people need to learn about individual business sectors, including those with government support; individual countries; and whether sectors are government- or consumer-based. "It's not one-size-fits-all in any way," Garfield said.

Goryunova noted, for example, that China is investing heavily in African economies but excels in infrastructure projects. U.S. companies can be successful by avoiding those and instead focusing on services, software and high-knowledge industries.

"Don't go into something that you know you will never succeed [at] because you will never compete on the costs," she said. "You will always compete on the

smarts."

Much of the panel's discussion about investment risk and long-term planning focused on corruption, but speakers downplayed its breadth, depth and impact.

"If you are investing in companies that are doing work or anything to do with the consumer and so forth, for the most part, I don't think you will have any issues. ... For the most part, the groups that I deal with, I really have never experienced corruption," Kariuki said.

"I think sometimes when you hear about corruption, it's a little bit amplified. However, the attitude on the ground is different."

He said people often are influenced by what he called "the CNN sound bites" about Africa. But he noted that many U.S. institutions are "voting with their pocket-books" by nonetheless investing in Africa.

"Is the investment safe? In my opinion, my investment is as safe in Africa as much as it is safe in the U.S.," Kariuki said. "Obviously, I do my homework. It's just like with my kids: I tell them I always trust them, but I always double-check."

Although not part of the panel, Grace Ooja Kajo Ogwuche, former minister of education in Nigeria, said Nigerians deal with questions about corruption "wherever we go." She said corruption exists everywhere, including Nigeria, but "we know we are corrupt but we are improving on the corruption" by increasing government transparency.

"The reason why China is standing out in Africa is that China is ready to take a risk, China is ready to believe in people, but some people don't want to believe. They want to depend on what they hear from outside. Honestly speaking, if we depend on what we hear about America in Africa, no African would come here, because what we hear about America is they shoot you on the street. In the street, dead bodies are picked up every day, and who wants to die? ... But is that the truth? That is not the truth," she said.

"If you want to invest in Africa, please have an open mind and be ready to trust the individuals that you are going to be [working with], and I bet you, we have men and women of integrity in Africa who will not want to bring themselves down."

Despite the risks discussed by the panel, its members appeared to be optimistic about prospects for U.S. businesses to succeed there.

"Now is the time to show our commitment, not just on the humanitarian side, but from an entrepreneurial standpoint," Kolb said.

Kariuki said the same issues and questions discussed by panelists in Salt Lake City were raised by people two decades ago about other parts of the world, including Asia.

"And yet, over the last 25 years, there have been tremendous investment opportunities in those regions of the world," he said. "And Africa, for the most part, should not be an exception, that over the next 20 to 30 years, the wind is out our back as far as making investments there, and hopefully the outcome, if you make the right investments, should be very profitable from an economic standpoint."

While introducing the panel, Thomas Appiah, president and chairman of the chamber, said that "whatever we have here in surplus, there's a greater need for them in Africa." He encouraged a long-term approach for U.S. business activities in Africa.

"The goal is connecting businesses to businesses, businesses to government, beyond tomorrow. The concept here is, let's not just go do a business for one time and then leave, but let's make it sustainable for generations to come," he said.

"Africa is ready for your investment, Africa is ready for your business, the opportunities are enormous, and this is the time."

UTAH PRIVATE HEALTH EXCHANGE™

There is another option to the Affordable Care Act (ACA) marketplace exchange.

Utah Private Health Exchange offers a private alternative to the ACA confusion. One carrier, one agent, fifteen plan choices accessing Regence BlueCross BlueShield of Utah, retaining the employer/employee relationship with tax favored premium payments.



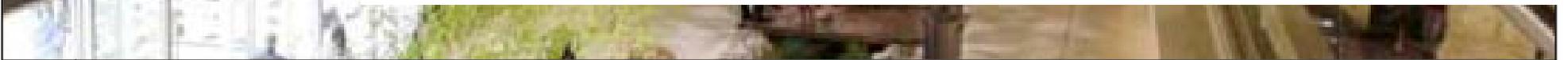
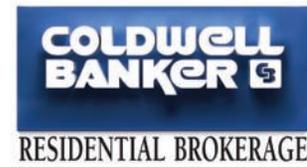
Matthew A. Spencer

INSURANCE AGENT | BROKER | CONSULTANT

www.UtahPHE.com | matt@UtahPHE.com

PH 801.463.0330 | FX 801.463.0509

P.O. Box 520928 | Salt Lake City | UT 84152



Northgate BUSINESS PARK

\$165 and up

Ben: 801-891-6927
James: 801-891-6932



Absolutely the best deal in town!

Private office available 8 blocks from downtown city center. Locate your business in the Northgate Business Park complex. Currently home to over 80 different companies.

Amenities Include:

- Free Parking
- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property



VINE STREET COURTYARD APARTMENTS

Old Town Tooele, Utah

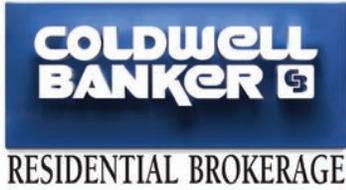
15 Apartments and
5 Retail Spaces
Good Return on
Investment
\$1,100,000
7.8 CAP Rate

KENSINGTON OFFICE BUILDING

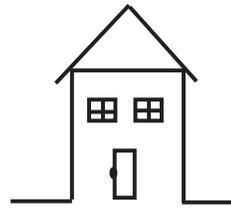
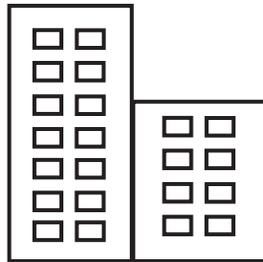
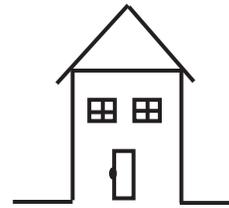
1512-1524 So. 1100 East
Salt Lake City, UT
\$14 sf modified gross
Will remodel
to suit tenant
870 sf / 870 sf
929 sf / 952 sf

SUGAR HOUSE BAKERY AND DUPLEX

Great Walkable
Community
\$499,000
Neighborhood
Commercial



LYNN RASMUSSEN,
REALTOR
801-231-9984



We provide property searches!

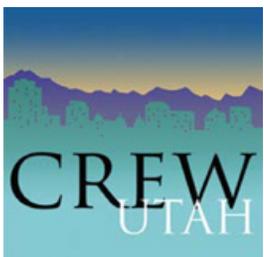
About us:

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

PropertyInfo. Services, llc

Joel V. Baumgart
President, CEO

801-518-3618
joelbaumgart@comcast.net



“Influencing the success of the commercial real estate industry by advancing the achievements of women.”



Jessica Thesing heads up small business programming and policy initiatives for Salt Lake City. For the past 3 1/2 years, Jessica has worked to help build better relationships with the community and create places that sustain and grow the local economy. Before coming to Utah, Jessica worked as a consultant to non-profits and local businesses as well as a Professional Planner for the City of Minneapolis. Jessica holds a B.S. in Urban Studies from the University of Minnesota as well as a M.A. in Urban and Regional Planning from Minnesota State University. When not working, Jessica loves spending time in the outdoors with her husband and daughter, and teaching ceramics.

Membership:

Jami Marsh
(801) 947-8300

Sponsorship:

Bridget Elliott
(801) 699-6422

www.crewutah.org
hello@crewutah.org

PLATINUM SPONSORS 2014



MEDIA SPONSOR



GOLD SPONSORS



SILVER SPONSORS



FRIENDS OF CREW





CHAPMAN RICHARDS AND ASSOCIATES

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

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**

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 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



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
- Ample Free Surface Parking
- Beautifully Maintained
- Just Off I-15 At Union Park

Kym McClelland 801-573-2828

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



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

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 Fakhrieh 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

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 Bangert Highway
- Sure To Impress Any Client

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





VINE STREET COURTYARD APARTMENTS

Old Town Tooele, Utah

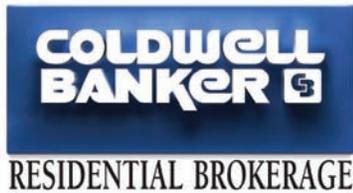
15 Apartments and
5 Retail Spaces
Good Return on
Investment
\$1,100,000
7.8 CAP Rate

KENSINGTON OFFICE BUILDING

1512-1524 So. 1100 East
Salt Lake City, UT
\$14 sf modified gross
Will remodel
to suit tenant
870 sf / 870 sf
929 sf / 952 sf

SUGAR HOUSE BAKERY AND DUPLEX

Great Walkable
Community
\$499,000
Neighborhood
Commercial



LYNN RASMUSSEN,
REALTOR

801-231-9984

***I buy
apartments
and hotels!***

25 Units plus

Contact Brandon Wixom
801-864-2626



Old Mill Corporate Center

6322 South 3000 East, Cottonwood Heights, UT



- 20,500 SF Now Available
- Open Bay Depths
- Premier Class A Office
- Newly Remodeled Common Area
- Immediate Freeway Access
- Ample Covered Parking
- Full Building Generator Backup
- Fiber Optic Hub
- Expansive Mountain Views
- On-site Deli

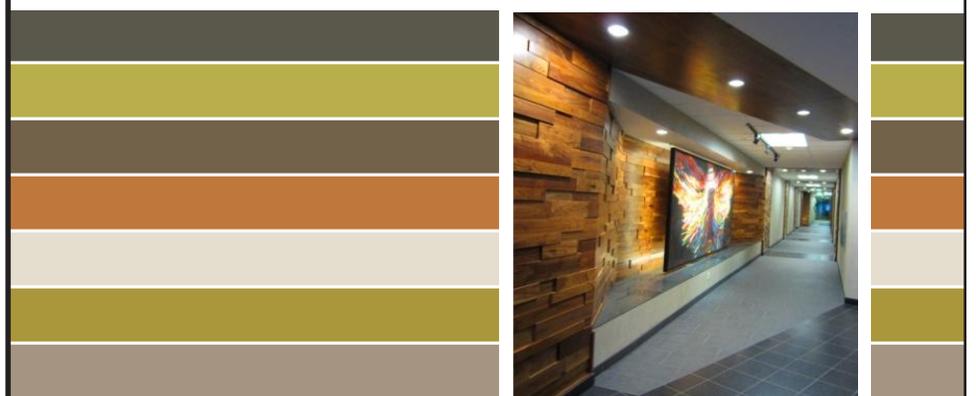
Salt Lake City's most prestigious office development. This iconic campus boasts four premier Class A professional office buildings at the foot of the Wasatch Mountains

This landmark location offers immediate freeway access to I-215, ample covered parking, state-of-the-art technology and full building generator backup. The campus was designed to take advantage of the most impressive views of the surrounding Wasatch Mountains, the Old Mill Golf Course and the Salt Lake City Skyline.

Greg Gunn
Joyce Pappas
801-947-8300



6322 South 3000 East
Cottonwood Height



**VARIAN MEDICAL SYSTEMS
IN SALT LAKE CITY:**

- Saves \$323,500 and 4.6 million kwh/year and 480 kw/year
- Received \$546,100 in incentives
- Payback before incentives: 2.7 years; payback after incentives: 1 year



It doesn't take X-ray vision to save energy, but it helps.

It's true, the people at Varian Medical have more important things to think about than saving energy. But the truth is, keeping overall costs down helps them put their money towards those more important things – like advancing X-ray technology to save lives. Through our wattsmart® Business program, Varian is in the process of making energy-efficient upgrades, including replacing T8s with LEDs. All of which means a healthier bottom line for Varian Medical. Your business can benefit too by upgrading lighting, HVAC, compressed air systems and more. To learn more call 1-800-222-4335, a participating vendor or visit wattsmart.com.



Let's turn the answers on.