

OF NOTE



Unofficial launch date is Sept. 9

One of Apple's worst-kept secrets is that there will soon be an iPhone 6. The company has issued invitations for a Sept. 9 press gala but will only say, "Wish we could say more."

Industry News Briefs

page 5

Business Calendar

page 7

Real Estate Section

pages 13-15



A Varian Medical Systems technician tests a flat panel image detector using an anatomically correct figure of a human head. The California-based company's flat panels are manufactured in Salt Lake City, the headquarters for manufacturing Varian's X-ray products and where the company has broken ground on an expansion project that will add 135,000 square feet and lead to 1,000 new full-time jobs over the next 20 years.

Work underway at new Varian site

Brice Wallace

The Enterprise

Varian Medical Systems' expansion at its Salt Lake City manufacturing facility is underway.

The California-based company announced the expansion in January after receiving a state incentive for the project, which will allow the company to consolidate some operations currently outside the state and lead to the creation of 1,000 new full-time jobs in Utah over the next two decades.

"Utah is home to hard-working people with immense engineering and technical talent, many of whom can be credited with Varian's success in the manufacturing of our state-of-the-art X-ray technology," Dow Wilson, Varian's chief executive officer, said at a groundbreaking event last week. "Today we celebrate more than 45 years of Varian's economic partnership with Utah which continues to be a sound investment for the future of our company, the state of Utah and Utah's citizens."

The company, based in Palo Alto, Cal-

see VARIAN pg. 4

Utahns even more hopeful in August

Utah consumers' confidence in current economic conditions has reached an all-time high, based upon the most recent results of a Zions Bank index.

The bank's Utah Consumer Attitude Index (CAI) increased 2.0 points to 106.9 from July to August as the state's consumers are feeling confident about business conditions and employment.

By comparison, the August national Consumer Confidence Index (CCI) rose 2.1 points to 92.4.

The record high for consumer confidence stems from a combination of more positive attitudes about current business conditions and an increased perception that jobs are more plentiful, Zions said.

"Utah's job growth has been a model for the rest of the country," said Scott Anderson, president and CEO of Zions Bank. "Our economy continues to grow in diverse sectors that bring talent, investment and stability to the state. The state's economic future is bright for businesses and individuals alike."

Utah's CAI has improved 18.5 points over the past 12 months, and a strong Expectations Index in August translated into a strong Present Situation Index, a sub-index of the CAI. A reflection of how consumers feel about current economic conditions, the Present Situation Index rose 8.7 points from July to August, reaching 112.0 points.

Consumers were bolstered by Utah meeting Gov. Gary Herbert's challenge to create 100,000 jobs in 1,000 days. Utah's

see CAI pg. 4

Global Forum to feature exporting experts, know-how

Details continue to emerge about the Utah Global Forum, the first-ever event taking place Sept. 24 in the Salt Palace's Grand Ballroom.

The forum is being presented by Gov. Gary R. Herbert, World Trade Center Utah, the Governor's Office of Economic Development (GOED) and the Salt Lake Chamber. It is designed for any company with an

intent to grow or start their firm in exporting. It is expected to connect Utah business owners, leadership, sales and marketing professionals with the global market and to showcase what makes Utah great for foreign investors.

Details and registration are at utahglobalforum.com. Among activities at the forum are:

- A panel about navigating the barriers of legal, tax and accounting issues. The panel will include Chris Fletcher of Deloitte Tax. Attendees will learn how credit planning can impact their business and gain a better understanding of what they may face when starting or increasing exports.

see GLOBAL pg. 4



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Broadband usage in Utah high excepting just those who don't need or want the service

Utah has high broadband Internet usage, but a recent report indicates that many of those not using it believe they do not need it or are not interested.

The Utah Broadband Non-adopters Demand Study Report, released by the Utah Broadband Project, found that 44 percent of nonadopters are not subscribing to home Internet service because they believe they don't need it or are not interested in having Internet access at their place of residence, even though many of them are accessing the Internet at another location.

About 27 percent of survey respondents said they would be more likely to subscribe to Internet if they received some type of computer training.

The report found that people who are not using the Internet, also known as nonadopters, are evenly distributed among all age, household income, education and employment status categories.

"With Utah having one of the

highest broadband adoption rates in the country, it was difficult to find people who did not access the Internet," said Kelleigh Cole, manager of the Utah Broadband Project. "This confirms Utah's commitment to be a highly connected state, even with our large geographic and rural areas."

The Utah Broadband Project contracted with Utah State University and Southern Utah University to complete the survey. The study team surveyed 500 residents who do not subscribe to home Internet service, resulting in over 27,000 calls made.

"Our initial assumption was that the average nonadopter would be older, have less education, a lower household income and deviate from the average or typical Utahn in significant ways," researchers said in the report. Some assumptions were confirmed and others were not, they said, adding that "those who do not adopt may be doing so for reasons that you might not expect."

The report, which can be found at <http://broadband.utah.gov/wp-content/uploads/sites/2/2014/08/FINAL.pdf>, is designed to provide local information for Utah's seven Association of Government (AOG) entities. It contains breakout information about each of those regions.

Funding for the study was provided by the Utah Broadband Project, which is a joint effort between the Governor's Office of Economic Development, the Public Service Commission and the Department of Technology Services' Automated Geographic Reference Center, which is funded through the National Telecommunications and Information Administration (NTIA).

The Utah Broadband Project has developed and maintains a statewide map of available broadband services and a plan to increase broadband adoption and deployment in Utah. It works with broadband providers to gather and verify data twice each year.

Aggreko opens service center

Aggreko, involved in temporary power generation, temperature control and oil-free compressed air solutions, has opened a new service center in Salt Lake City.

The company said the 7,000-square-foot facility at 2612 S. Constitution Blvd. is needed to meet the needs of local businesses, remote operators and refining customers. It will offer a full complement of Aggreko's equipment and services, including local sales, service and support to more rapidly mobilize, install and operate both planned and emergency projects of all sizes.

"Unconventional oil and gas activity in the Wasatch mountain range is on the rise as operators drill deeper into formations and further into remote areas," said Jim Kelley, vice president and Mountain Area general manager for Aggreko North America. "As a result, we're seeing a rise in the demand for temporary power generation and temperature control solutions to support remote unconventional activity all the way to the processing of hydrocarbons once they reach the refineries."

Worldwide, Aggreko provides power and temperature control solutions to customers who need them either very quickly, or for a short or indeterminate period. Examples would be the supply of power to an industrial site that needs to service its permanent power supply, supplying a whole city in times of power shortage, or providing a major sporting event with power and cooling systems.

The company said Salt Lake City has already seen substantial growth and with it, refinery bottlenecks due to seasonal performance issues and lack of needed

infrastructure. Aggreko's full-service center will include technicians and on-site sales teams to help alleviate the issues and enhance bottom-line performance for remote operators and refineries.

Also, customers will benefit from the Aggreko Remote Monitoring (ARM) service, which transmits real-time data from equipment, allowing Aggreko to anticipate, diagnose and solve problems faster and with greater accuracy – and proactively avoid potential issues.

Customers can also expect to take advantage of Aggreko's specialized service teams. Aggreko Process Services (APS) is an experienced process engineering team that helps customers improve their processes and operations to enhance bottom-line performance and address environmental concerns. Another specialized service team, Aggreko Cooling Tower Services (ACTS), focuses on improving cooling water performance and reliability through temporary cooling tower installations.

Unique to the rental industry, APS and ACTS can design, install and provide technical support and maintenance at extremely short notice.

"Helping operators increase their production and reduce their costs while simultaneously helping refineries keep pace with incoming process demands benefits everyone," said Kelley. "And when the industries are profitable, so are the communities that support them."

Scotland-based Aggreko has more than 6,000 employees at 202 locations and in 2013 served customers in about 100 nations.

Boart to drill Utah's first NGL salt cavern

A Salt Lake City-based company will be involved in drilling services related to the development of the region's first salt cavern natural gas liquids storage facility.

Boart Longyear, which provides integrated exploration drilling services, equipment and performance tooling, has been awarded a contract for drilling services at the Magnum NGLs (natural gas liquids) Storage Project in the Western Energy Hub of central Utah.

Magnum is building the first underground salt cavern NGLs storage facility in the Rocky Mountain region at the site, located 10 miles north of Delta.

Development will include the

construction of solution-mined storage caverns in a salt dome roughly 3,000 feet below the natural surface. Initially, the facility will feature two caverns, with each capable of storing between 1 million and 2 million barrels of natural gas liquids such as propane and butane.

Boart Longyear said it will use the largest drill rig in its fleet to drill two injection wells using a "dual-tube flooded reverse-circulation" technique. Its rig is the industry's only rig capable of drilling to 10,000 feet using the flooded reverse method.

"With our dual-tube flooded reverse drilling technique, we will be able to penetrate the difficult loss circulation zones that have

plagued previous drilling projects in this area for years," said Jason Lamb, U.S./Mexico territory contract manager at Boart Longyear. "We're proud to be selected to provide drilling services on such a regionally significant project, and we look forward to delivering the expertise and superior service our clients expect."

Boart Longyear is not new to the Western Energy Hub site. The company previously drilled two injection wells and smaller water wells, and provided exploration drilling and pump services.

Talent expert to address Crossroads confab

An author who has written about talent development and a renowned psychologist will be the featured speakers of the 2014 Crossroads Conference, the largest human resources conference in Utah.

Linda Sharkey, author of *Optimizing Talent*, and psychologist Matthew Lieberman will highlight the event, set for Sept. 15-17 at the Utah Valley Convention Center and hosted by the Utah Human Resources State Council.

"Drs. Sharkey and Lieberman bring a wealth of knowledge on human capital and human connection," said Jeanine Wilson, conference director. "These two keynote sessions will address issues that are highly relevant to some of the challenges and opportunities hu-

man resource professionals are facing here in Utah."

While serving as a *Fortune* 10 HR leader, Sharkey developed a reputation for building teams and driving talent development initiatives that spurred organizational productivity and company growth.

"Companies that regularly outperform their peers have a reputation of being talent magnets," Sharkey said. "Utah is fortunate to have one of the lowest unemployment rates in the country. But this good news for Utah workers means that Utah employers need to be even more adept at equipping their organizations with the capacity to sustain and build their company's talent brand."

Lieberman will discuss the three social "superpowers" during the conference. An expert on human connectivity, Lieberman has conducted researching showing that humans have those three superpowers that, when understood and leveraged, enhance a person's ability to lead, engage others and effect change.

Lieberman is a professor at UCLA in the Psychology, Psychiatry and Behavior Sciences Department.

The Utah Human Resources State Council (Utah SHRM) is an affiliate of the Society for Human Resource Management (SHRM).

Conference details are at <http://utahcrossroadsconference.org/>.

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Gillespie tabbed to head AVEC Health

Kerry Gillespie, an executive with more than 30 years of health-care management experience, has been named chief executive officer of AVEC Health Solutions LLC, based in Salt Lake City.

AVEC provides revenue cycle management and coding solutions to the healthcare industry.

Gillespie's experience includes multiple executive management positions with prominent, industry-leading organizations across the country. Most recently, he was president of Triad Isotopes Inc., a private nuclear pharmaceutical company with more than 60 locations across the U.S. and the nation's second-largest nuclear pharmacy company.

Prior to joining Triad, Gillespie served as executive vice president of operations and finance at Health Management Associates (HMA), a \$6 billion investor-owned operator of 71 hospitals. He was directly responsible for the oversight of payer relations,



Kerry Gillespie

patient financial services, physician practice management and operating budgets. He also played a prominent role in strategic planning, joint ventures and physician practice acquisitions and integration.

Before joining HMA, Gillespie served as chief financial officer at Radiation Therapy Services Inc., now known as 21st Century Oncology. He was responsible for all financial functions of the \$600 million privately held company.

Gillespie also has been CFO of Ardent Health Services, a \$1.8 billion operator of acute care hospitals and other healthcare services, including a large physician practice organization and a statewide health plan in the southwestern U.S.; and vice president of group operations at Community Health Systems, the second-largest investor-owned operator of acute care hospitals in the United States.

NRG buys Utah's Goal Zero

Goal Zero, a Salt Lake-based company that creates and sells portable solar power and battery devices, has been acquired by NRG Energy Inc.

Financial terms were not disclosed. The transaction is subject to customary closing conditions, including regulatory clearances, and is expected to be finalized in the third quarter.

"Our mission is to put reliable power in the hands of every human on earth," said Robert Workman, founder and chief executive of Goal Zero. "Being part of NRG allows us to reach this goal in a much more powerful way. Both Goal Zero and NRG have similar give-back initiatives. Both companies have proven track records of helping those in need with services and products, whether it is lighting a hut in Congo or a school in Haiti."

Goal Zero employs about 100 people.

"The acquisition of Goal Zero — the best company in its field — aligned alongside our established system power franchise and our fast-growing residential solar business, dramatically expands our reach, enabling us to serve every American who desires to be part of the clean energy future," said David Crane, president and chief executive of NRG, based in New Jersey.

Utah companies well-represented among nation's fastest-growing

Utah, 34th among states by population, nonetheless can boast of 86 companies being listed in this year's *Inc.* 5000 rankings of the fastest-growing private companies.

The list, announced last week, also features 14 Utah companies that rose to inclusion in the *Inc.* 500.

Connexion Point was the highest-ranking Utah company at No. 86. Other companies in the Utah top five are No. 104 Alliance Health, No. 124 VRx, No. 149 Buy PD and No. 150 Goal Zero.

The *Inc.* 5000 ranks companies according to percentage revenue growth when comparing 2010 to 2013. To qualify, companies must have been founded and begun generating revenue by March 31, 2010. They also had to be U.S.-based, privately held, for-profit and independent — not subsidiaries or divisions of other companies — as of Dec. 31, 2013.

The companies on the *Inc.* 500 list are featured in *Inc.*'s September issue.

Connexion Point said its inclusion on the list was due to 3,943.8 percent growth, putting it at 12th nationally in overall growth in the healthcare sector.

Connexion Point specializes in contact centers in Medicare and Medicaid, and its clients include four of the top 10 healthcare providers in the nation. It has more than 1,000 employees and offices in Provo; Roy; Salt Lake City; and San Antonio, Texas.

"We don't just answer phones or make calls," said Robert McMichael, president and chief executive officer. "We deliver high-quality consumer interactions, incredible accuracy and superior outcomes. Healthcare is complicated. We help make it simpler."

The *Inc.* 5000 Utah companies are:

No. 86, Connexion Point; 104, Alliance Health; 124, VRx; 149, Buy PD; 150, Goal Zero; 218, Universal Synaptics; 224, PcCareSupport; 254, Boostability; 264, Simplicity Laser; 331, eLearning Brothers; 335, HireVue; 339, OnSite Care; 392, JayBird; 408, Peak Capital Partners; 545, Icon Homes; 552, Zarbee's Naturals; 604, Silencerco; 614, Facility Nexus; 621, Pluralsight; 632, Glover Services; 710, Citadel Insurance Services; 851, CPC Diversified Fund; 862, Four Foods Group Holdings; 863, Edge Homes;

Also: 1,024, Inthinc; 1,027, Candlelight Homes; 1,038, Landmark Home Warranty;

1,103, Vetora; 1,139, Cariloha; 1,157, InsideSales.com; 1,167, Zija International; 1,211, 3 Key Elements; 1,220, Enve Composites; 1,226, Safe Money Millionaire; 1,468, Executech; 1,492, iDrive Logistics; 1,497, Health Catalyst; 1,531, Lawn Butler; 1,592, Creminelli Fine Meats; 1,604, Home Base Appraisal Management; 1,636, Subzero Engineering; 1,649, ApplicantPro; 1,680, Five Star Franchising; 1,709, Aquatherm; 1,718, You Need A Budget; 1,873, Blade HQ;

Also: 2,109, Clearlink; 2,138, TrueNorthLogic; 2,146, Vitality Medical; 2,148, HealthEquity; 2,181, Dish One Satellite;

2,185, Premier Plastics; 2,236, BodyGuardz; 2,289, Veritas Funding; 2,301, Got Your Gear; 2,392, Conservice; 2,475, Alpine Technical Services; 2,565, Cytozyme; 2,585, Packsize International; 2,595, DigiCert; 2,686, Costa Vida; 2,871, Mindshare Technologies; 2,887, Intermountain Electronics; 2,943, Parallel HR Solutions;

Also: 3,085, Nammo Composite Solutions; 3,182, We R Memory Keepers; 3,294, Fishbowl Inventory; 3,363, VLCM; 3,446, Hycomp; 3,696, U.S. Translation Co.; 3,743, eFileCabinet; 3,848, Candle Warmers Etc.; 3,996, SwipeClock; 4,163, Spectra Management; 4,257, Academy

Mortgage; 4,271, Spring Works Utah; 4,334, England Logistics; 4,417, Leonard Consulting; 4,446, The Summit Group; 4,474, Cuisine Unlimited; 4,510, OptionsAnimal; 4,595, BidSync; 4,727, Resource Management; 4,789, ThomasARTS; 4,804, Veracity Networks; and 4,875, VitalSmarts.

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Cause	Percentage
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* Ontrack survey in 2002

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GLOBAL

from page 1

Fletcher has been with Deloitte Tax for 20 years, advising businesses on a broad range of tax issues. His expertise includes foreign tax credit planning, global financing and transfer pricing.

- An address by Connor Duffey, executive vice president and chief credit officer of Wells Fargo Global. Duffey will discuss finance risk mitigation to help Utahns understand how to lessen the risk of selling abroad.

He will start by mentioning some of the risk factors that companies face when they expand internationally, such as foreign law, war, failure of foreign banks and more. He will then outline the tools and resources available to companies to mitigate these risks.

Duffey has 30 years of banking experience and currently is responsible for credit supervision, policy and quality of Global Banking's loan portfolio. Before his position at Global Banking, Duffey oversaw a team of banking professionals in Dublin, Frankfurt and London, where he managed relationships with large European multinational clients and provided banking services to European subsidiaries of key U.S.-based clients.

- A discussion about the Mexican market by Cristina Hernandez, chief executive officer and international sales director at Managed Strategies.

Managed Strategies specializes in helping U.S. companies reach their target markets in Mexico. Hernandez acts as a representative between clients and head buyers for the largest Mexican retailers and distributors. She has nine years of professional experience in investment management and international business in the U.S., U.K. and Mexico. She recently was selected to be Utah's

international trade representative for Mexico.

- A presentation by Laurel Delaney, founder of GlobeTrade. She will discuss export readiness and expanding Utah businesses in a global market.

Delaney is a renowned global business expert and international marketing teacher in the Master of Business Administration program at Loyola University of Chicago. She currently serves as the import and export expert for About.com and created the Global Small Business Blog, designed for entrepreneurs and small businesses wanting to go global.

- A presentation by Paul Campbell, president and general manager of Campbell Scientific Inc. Campbell will tell of the journey his company experienced and provide an example for Utah businesses wanting to become successful in the international market.

Based in Logan, the company has affiliate offices in the United Kingdom, Australia, Brazil, China and seven other countries. Campbell Scientific exports 40 percent of goods manufactured at the Utah facility to affiliate offices worldwide.

Campbell currently serves on a U.S. Department of Commerce committee tasked with advising the federal government on environmental trade issues and helping the government increase exports of U.S. environmental industry products and services.

- A presentation by Randal Quarles, co-founder of new Utah-based investment firm The Cynosure Group and former undersecretary of the U.S. Treasury. Quarles will discuss investment capital in foreign markets.

The Cynosure Group sources, evaluates and manages direct private equity investments for some of the country's most significant family offices.

VARIAN

from page 1

ifornia, produces equipment designed for fighting cancer and for X-ray imaging. It is the world's leading manufacturer of medical devices and software for treating cancer and other medical conditions with radiotherapy, radiosurgery and brachytherapy. It supplies tubes, digital detectors and image processing software and workstations for X-ray imaging in medical, scientific and industrial applications and also supplies high-energy X-ray devices for cargo screening and non-destructive testing applications.

Varian already has 860 employees in Utah, with Salt Lake City serving as the headquarters for manufacturing Varian's X-ray products. The expansion project at 1678 S. Pioneer Road will add 135,000 square feet to the company's existing 341,000-square-foot building. The additional space will be for Varian's flat panel image detector and X-ray tube product lines as well as cleanrooms, research and development laboratories, expanded manufacturing space and administrative offices.

About 70 percent of Varian's orders for X-ray products come from customers outside the U.S.

"This is an exciting day for Varian Medical Systems and for the state of Utah," said U.S. Sen. Orrin Hatch, R-Utah, who attended the groundbreaking.

"Varian has made a significant contribution to Utah's economy and our local community for decades. The company's planned expansion is a testament to the confidence its leaders have in Utah's business climate and is indicative of the growth and success Varian is experiencing in the medical device industry. Varian's capital investment and planned expansion will have a positive impact on Utah's tax base and employment outlook. I look forward to many more years of a successful partnership between Varian and our state."

The state incentive for the \$40 million expansion project was approved in January by the Governor's Office of Economic Development (GOED) board. It is in the form of a tax credit of \$7.17 million, based on the expectation that the state will benefit over 15 years by more than \$35 million in new state tax revenues generated by the

project. The expansion is expected to generate more than \$400 million in wages paid to employees over 15 years.

"With Utah's job growth at its highest since the recession, Varian Medical Systems could not have chosen a better time or place for its expansion. Among Utah's life science sector, more than 150 are medical device companies, and Varian will add to this vibrant community," said Val Hale, GOED's executive director.

"Our office has enjoyed the opportunity to work with Varian Medical Systems, and we look forward to continuing that relationship as they grow and in turn help Utah grow."

"We are thrilled to see Varian take this step towards their expansion in Utah," said Jeff Edwards, president and chief executive officer of the Economic Development Corporation of Utah. "It is extremely rewarding to see such a high-quality company grow and expand in our state, reinforcing our belief that Utah has a unique combination of assets that allows businesses to flourish."

Details about the company, including job opportunities, are available at www.varian.com.

CAI

from page 1

unemployment rate rose a bit in July — to 3.6 percent, compared with June's 3.5 percent — but that did not noticeably affect opinions about the labor market. The percentage of Utahns who describe jobs in their area as plentiful increased to 33 percent in August from 32 percent in July. Opinions that current business conditions are good experienced an even bigger jump, increasing from 45 percent in July to 48 percent in August.

The Expectations Index, the sub-index of the CAI that reflects consumers' expectations for economic conditions six months from now, declined in August by 2.5 points after increasing 10.1 points in July.

A higher percentage of Utahns expect business conditions to be better six months from now — 30 percent in August compared to 26 percent in July — but expectations for available jobs and growth in household income both declined slightly.

Utahns who expect the number of available jobs in their area to increase in the next six months fell to 27 percent in August from 29 percent in July. Likewise, those who expect their total household income to be higher six months from now decreased one point to 33 percent. Expectations are higher than they were 12 months ago, however, with household income expectations up 8 percentage points and expectations of job availability up 3 points from August last year.

Expectations regarding increasing interest rates experienced a slight decline. Utahns who think interest rates will go up over the next 12 months fell from 60 percent to 59 percent in August. The percentage of Utahns who think interest rates will go down remained the same.

Expectations that prices of consumer goods over the next year will go up increased from 77 percent to 78 percent. Utahns are slightly more optimistic about an increase in their 401(k) plans. The percentage of Utahns who think a \$1,000 investment in their 401(k) today will be worth more than \$1,000 one year from

now increased from 37 percent in July to 39 percent in August. Expectations that the U.S. economy will improve during the next 12 months remained steady at 25 percent.

Utahns became slightly more confident about their personal wealth in August. More Utahns expect prices of homes comparable to theirs to increase, jumping from 61 percent in July to 63 percent in August.

Utahns were equally as confident from July to August in their ability to maintain their current living standards in retirement, with the percentage remaining at 33 percent. The percentage of Utahns who expect their household income to increase more than the rate of inflation over the next two years increased from 24 percent to 27 percent.

Gasoline prices in Utah typically trail the national average by four to six weeks, and national prices have been declining for a few weeks. Expectations have adjusted accordingly. The percentage of Utahns who think gasoline prices will increase over the next year decreased from 78 percent in July to 76 percent in August.

Gas prices in Utah peaked in July and have since started to decline. Utahns who expect gas prices to increase think they will increase by an average of 34 cents over the next 12 months. Likewise, those who think gasoline prices will decrease believe they will drop by a similar margin of 33 cents.

The full CAI report is available at www.zionsbank.com/cai. Analysis and data collection are conducted by the Cicero Group, a Salt Lake City-based market research firm.

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.

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Industry Briefs

EDUCATION/TRAINING

• Two Weber State University economics students and faculty used money from two grants for travel to Malawi, Africa, this summer to record preliminary data on agriculture practices and the willingness of farmers to engage in subsidized programs that promote conservation. **Jacob Thompson**, a recent WSU political science graduate, and **Brent Peterson**, a business administration major, made the trip to Malawi to conduct surveys with farmers. **Gregory Parkhurst**, an assistant economics professor, is heading the research. The next step in the process will be to interpret survey data so that economists can recommend subsidy amounts that would motivate farmers to adopt conservation for the long run. Another goal of the program is to get those farmers who see successful results to teach their neighbors. Students who will assist in interpreting the data are international economics graduates **Junghee Lee** and **Yuzhou Shen** and international economics student **Jiakun Li**. WSU received two grants to make the research possible: the NERC grant from the United Kingdom and the BASIS AMA grant from UC Davis, a USAID grant.

ENERGY/NATURAL RESOURCES

• The board of directors of sPower (Sustainable Power Group), Salt Lake City, has announced the appointment of **Jigar Shah** to its board of directors. Shah is founder of SunEdison. He is an expert on energy project finance and changing energy policy. He is the author of *Creating Climate Wealth: Unlocking the Impact Economy*



Jigar Shah

and was the first CEO of the global organization Carbon War Room. He also is on the board of the New York State Energy Research and Development Authority.

FOOD

• **ForeverGreen Worldwide Corp.**, Pleasant Grove, has appointed **Michelle LeSueur** as director of product education and development. LeSueur's experience includes working with individuals with a wide variety of health issues, including weight management issues, allergies, hormonal imbalances and autoimmune diseases. She has served as vice president of health and nutrition, director of health and nutrition and director of product education and development at multiple companies, where her responsibilities included educating, formulating and manufacturing products. She is also a published author, writer and public speaker.



Michelle LeSueur

nity action groups to ensure they serve families in extreme need.

• **Intermountain Community Care Foundation** recently awarded a \$37,913 grant to **House of Hope** to fund a residential bed for one year at House of Hope's Salt Lake City women and children's substance use disorder treatment program. Valerie Fritz, president and CEO of House of Hope, said that over the course of a year, the funds likely will provide three to four low-income women or mothers who do not have insurance or qualify for government funding the treatment services they need.

RECOGNITIONS

• **Waterford Institute**, Sandy, announced that its cloud-based,

early-learning program called Waterford Reading has been honored with a **2014 Academics' Choice Smart Media Award**. The awards recognize learning tools that stimulate the mind and provide potential for students to fully develop higher-order thinking skills. Waterford Reading is a winner of the award in the book category. Entries were judged by category — such as mobile app, toy, book, website and magazine — subject area and grade level, and evaluated based on standardized criteria rooted in constructivist learning theory.

• **AtTask** was ranked No. 20 in *Selling Power's* 2014 list of "50 Best Companies to Sell For." The criteria for the rankings focused on three broad areas:

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TECHNOLOGY/LIFE SCIENCES

• **Outbox Systems**, Provo, has hired **Carolyn Adams**, a Salesforce.com consultant. Adams will lead a team of Salesforce.com consultants for the Outbox Systems CRM practice. She has more than five years of Salesforce.com experience, starting out as a system administrator and moving up to the consultant level. She also is knowledgeable about business process consulting.

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PHILANTHROPY

• **RC Willey's** new Draper location recently partnered with **The Sharing Team** to donate 30 mattress sets and 200 backpacks filled with school supplies to families and children in need in Salt Lake County. The efforts affected nearly 230 people in eight different schools in the Granite School District. Families who received the new bed sets and school supplies were recommended by the participating schools and local commu-

Accountant's Corner: ACA has given us a new six-layer tax environment

The multi-year phase-in of the Affordable Care Act (ACA) in 2013 brought with it new "layers" of tax — which may have meant a higher amount of tax owing for you personally last April. Foremost among these layers were the new 0.9 percent Medicare surtax on compensation income above a threshold amount,



GREG HYDE

and the new 3.8 percent Medicare surtax on "net investment income" above a similar threshold amount.

In addition to those two new taxes, 2013 also brought us, among other things, the reinstatement of the top 39.6 percent federal income tax bracket, the top 20 percent capital gains tax rate, the

"haircut" on itemized deductions, and the "phase-out" of personal exemptions — from each of which we'd enjoyed a three-year holiday.

As a result of all of these changes, we now find ourselves in a six-layer income tax environment:

1. Regular federal income tax.
2. Itemized deduction and

personal exemption phase-outs.

3. Restoration of the "top" tax bracket for individuals.

4. Alternative minimum tax (AMT).

5. Medicare surtaxes on compensation and net investment income (NIIT).

6. State income tax.

While an in-depth discussion of each layer is beyond the scope of this article, these new layers of

complexity have again brought the time-honored principle of long-term "tax bracket planning" to the forefront.

The federal income tax system uses a "tiered" approach, under which the first portion of ordinary income is taxed at 10 percent, followed by tiers taxed at 15, 25, 28, 33, 35 and 39.6 percent. The other five layers of tax can push your marginal, or top, tax rate in a year to be over 50 percent!

Several of the above-mentioned layers are not triggered until you reach certain levels of income. As a result, for your individual income tax planning to be truly effective, may I suggest that not only should it consider multiple years and multiple scenarios, but also it must consider the effects of each of the above layers of tax. Where possible, "smoothing" taxable income over multiple years can help you avoid the spikes in income that trigger the above additional taxes.

For those with complex individual tax situations, including flexible tools such as self-employed retirement plans, capital gain/loss harvesting and Roth IRA conversions with your plan, as well as tax-favored income such as tax-exempt bonds, qualified dividends and long-term capital gains, is now more important than ever. Numerous other techniques such as charitable planning and strategic asset location can reduce your tax expense as well.

Do not hesitate to contact your tax professional and ask them how the above layers of tax affected your 2013 tax bill, and how these will affect your tax bill for 2014 and beyond. Planning in this environment can be counterintuitive, and use of specialized tax planning software is recommended. While long-term forecasting is always challenging, and rumors of possible tax reform continue to fly, responsible long-term tax planning will include actions that yield the best tax result for you under current law, and allow you flexibility should your personal tax conditions (or the tax laws) change.

We look forward to providing you tax and accounting-related insights through this column on a monthly basis.

Gregory O. Hyde is a shareholder with Pinnock, Robbins, Posey & Richins PC, an independent CPA firm in Salt Lake City established in 1994. His practice focuses on tax compliance and planning for closely held businesses and their owners, executives and professionals and high-net-worth and high-income individuals.



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Calendar

September 3, 3:30-5 p.m.

Afternoon 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. 4, 11:30 a.m.-1 p.m.

"Brand Your Business," a Sandy Area Chamber of Commerce "Build Your Business" workshop. Kevin Taylor, owner of Beyond Imagination Business Coaching, will discuss how to clearly identify a brand, what it can mean to a business, and getting tools to ensure living up to the brand promise. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

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

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

Sept. 5, 9-11 a.m.

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

September 9, 7:15-9 a.m.

ACG (Association for Corporate Growth) Utah Breakfast Series. Speaker is Gregory S. "Greg" Miller, chief executive officer of the Larry H. Miller Group of Companies. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for members, \$45 for nonmembers. Details are at www.acg.org/utah/events.

Sept. 9, 10 a.m.-2:30 p.m.

Business Expo 2014, presented by the Sandy Area Chamber of Commerce. Event is held in conjunction with the Sandy Chamber

Job Fair. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at sandychamber.com.

September 9

"Better Results Through Effective Delegation and Employee Engagement," an Employers Council event. "Delegating with Direction, Resources and Accountability" will be from 8-10 a.m., with "Increasing Employee Engagement" from 10:30 a.m.-12:30 p.m. Events take place Sept. 9 at the EC offices, 175 W. 200 S., No. 2005, Salt Lake City; Sept. 10 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; Sept. 11 at Comfort Suites Hotel, 2250 S. 1200 W., Ogden; Sept. 23 at Hampton Inn & Suites, 851 W. 1250 S., Orem; and Sept. 25 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Individual courses are \$89 for EC members, \$109 for nonmembers; both sessions are \$150 for EC members, \$190 for nonmembers. Details and registration are available at ecutah.org or by calling (801) 364-8479.

September 10, 8-10 a.m.

Multi-Chamber Speed Networking, featuring the Murray Area, ChamberWest, South Salt Lake, Sugarhouse and West Jordan chambers. Location is Crystal Inn Midvalley, 818 E. Winchester St., Murray. Cost is \$20, \$30 after Sept. 9 or at the door. For details and registration, contact Jevine Lane at (801) 450-6406.

Sept. 10, 11:30 a.m.-1 p.m.

"Connect 4 Lunch," a Sandy Area Chamber of Commerce networking event. Location is Tushar Brazilian Express, 1078 W. 10400 S., South Jordan. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

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

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

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

Women in Business Luncheon, a Davis Chamber of

Commerce event. Location is the Wight House, 95 N. Main St., Bountiful. Details are at davis-chamberofcommerce.com.

September 11, 3-7 p.m.

"Business After Hours" Ambassadors Golf Tournament, a Sandy Area Chamber of Commerce event. Nine-hole event features a 3 p.m. shotgun start, with dinner later in the clubhouse. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Cost is \$20 per person. Hole sponsorships (\$100) are available. Details are at sandychamber.com.

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. RSVPs by Sept. 8 can be completed by contacting kdavis@lswins.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 deadline is Sept. 12. Registration can be completed by emailing agiama@wtcut.com. Details are available by calling Alia Giama at (801) 532-8080.

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

"Hot Topics for Export Compliance Professionals," a World Trade Center Utah event. Program will focus on evolving regulatory requirements in the context of export control reform (ECR), with a focus on the export administration regulations and international traffic in arms regulations; dramatic changes as a result of the migration and transfer

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

Sept. 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. 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 Economics, with the Utah market outlook. Location is the Salt Lake Board of Realtors Education Room, 230 W. Towne Ridge Parkway, Sandy. Cost is \$40 for IREM members, \$75 for NAR members and \$85 for guests. Continental breakfast will be provided. Registration can be completed at iremutah33.org.

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

Seventh Annual Women Tech Awards Luncheon, hosted by the Women Tech Council (WTC). Event will honor 17 technology-focused women who

are driving innovation, leading technology companies and contributing to the community. From the 17 finalists, award recipients will be announced. 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.

September 18-19

"Utah Purpose Economy Conference: Business Leading Policy and Practice," presented by P3Utah. Pre-conference workshops are September 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.

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 \$243 for UACPA members before Sept. 4, \$270 thereafter; and \$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.

Four steps to avoiding the outrageous costs of making a bad hire

The most pivotal factor in business success may well be the ability to effectively attract, hire and keep great talent. A recent study by Resoomay, a company that facilitates the screening of prospective employees, estimates that the cost of a bad hire for a second-level manager earning \$62,000 per year who is terminated after 2.5 years is approximately \$840,000. This includes the cost of hiring the employee plus his or her replacement, the fired employee's compensation and severance package, disruption costs, mistakes, failures and missed business opportunities. Most businesses can ill-afford this



RICH TYSON

kind of mistake — even once.

So how can this be avoided? While there is no fail-proof system, the probability of a good hire can be substantially improved if you understand four essential things.

1. You must begin with the end in mind. The position for which you are hiring must be clearly defined. What are the desired organizational and functional outcomes you expect from this position? What are the essential actions that will render these outcomes? How will management sustain those actions? How will all of this be measured and tracked? What constitutes winning for this

position? When these questions have been answered, the first step in a successful hire will have been achieved.

2. Recognize that successful recruitment is a process. It begins with defining the position as outlined above, followed by defining the attributes of the person to be hired. Will the ideal candidate need to be a self-starter? Will they need to be highly motivated to learn? Will they need to be a "people person," gregarious and outgoing?

Often this process requires significant analysis of your current staff. Who is succeeding today — and why? I have used Tom Rath's book *StrengthsFinder 2.0* and its online assessment with noteworthy success in this regard. Some of my clients have used this tool with all of their employees to understand which attributes and personality traits correlate with success in various positions within their companies. Having learned this, they now recruit for those attributes.

The next part of a good recruitment process is to assure that the candidate fits your culture. This is so important that at Zappos, the

online shoe retailer, they continue checking for fit throughout orientation and training, culminating in a \$2,000 offer to new hires "to go away if they don't fit." To avoid a mistake, Zappos would rather pay a small amount early on than an extraordinary amount in the future.

The last part of the process — and I stress it is last — is to assess and verify the experience and education of the candidate. Too often this is where most recruitment processes start — and finish. Unfortunately, that contributes to selecting a candidate with a good resume, but a personality that doesn't work or an inability to fit in with the team. While education and experience are critical and must fit the needs dictated by the position description, I have found that these are generally well vetted and are rarely the root cause of hiring mistakes.

3. Recruitment should be a deliberative process. Don't rush it. It is better to take the time to do it right, resulting in hiring an outstanding team member than to allow timing pressures to dictate a bad decision. It is also important to recognize the natural tendency

to be less than rigorous with family and friends. I have had clients who followed an outstanding recruitment process right up to the final selection, only to select a friend who was allowed to bypass the process. This inevitably precedes an early termination and the outrageous costs of a bad hire.

4. Success — or failure — in hiring is measureable. The best lagging key performance indicator is employee turnover, especially as the costs associated with bad hires and lost employees are calculated. Business owners, CEOs and executives should recognize that low turnover of outstanding employees correlates directly with operational effectiveness, customer satisfaction and profitability.

These four insights contribute to effective hiring and employee retention. They serve as a deterrent to bad hires and provide the firm foundation for successful companies.

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

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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 Nation 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 Vermillion 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.

The 'why' of sales and selling will lead you to be the wise salesperson

I sat in a Jim Rohn seminar one day in 1995 and heard him say, "Formal education will earn you a living. Self-education will earn you a fortune. You decide how much of a fortune you want to earn by how willing you are to self-educate."

I was frozen in my front-row seat. I'd heard stunning piece of "obvious" that created self-awareness that remains with me nearly 20 years later.

INSIGHT TO PERSONAL WISDOM: The toughest educational questions in sales are the ones you have to ask yourself – self-educational questions, if you will.

Here's a set of the toughest question you can be asked:

- Why are you having trouble making connections?
- Why are you still making cold calls?
- Why are you having difficulties setting appointments?
- Why are you unable to get to the decision maker?
- Why are your presentations



JEFFREY GITOMER

boring?

- Why is your closing percentage nothing to brag about?
- Why are your follow-up calls going unreturned?
- Why are your emails getting deleted?
- Why are your customers price-oriented?
- Why do you lose sales to inferior competitors?
- Why do you lose customers to a lower bid?

competition win?

- Why are you unable to get referrals?
- Why are you unable to get testimonials?
- Why are you unable to build trusted relationships?
- Why are you complaining about circumstances you can change?
- Why are you unable to achieve your sales plan?

What are the answers to those questions worth? Jim Rohn already told you: A fortune.

I have studied sales for more than 40 years and salespeople for

more than 25 years. The difference between their success and failure is found in front of, and behind the word "rather." It's an educational process that starts with self-evaluation and opens the door to discovering your own answers.

Below is what I have found to be a salesperson's biggest downfalls and pitfalls (and their biggest opportunities). The challenge for salespeople of all kinds is to ask yourself "WHY?" and educate yourself in the process:

- Why are you trying to be informative, rather than inquisitive?
- Why are you trying to be reactive, rather than proactive?
- Why are you trying to be defensive, rather than offensive (in a positive way)?
- Why are you trying to be aggressive, rather than assertive?
- Why are you blaming circumstances, rather than taking responsibility for your actions?
- Why are you talking, rather than doing?
- Why are you going for the sale, rather than going for the customer?
- Why are you "making your quota," rather than building a rela-

tionship?

- Why are you manipulating the conversation, rather than harmonizing with the prospect?
- Why are you trying to find the prospect's pain, rather than finding their pleasure?
- Why are you trying to overcome their objections, rather than lowering their barriers to purchase by reducing their risk?
- Why are you trying to "make the sale," rather than uncovering their motive to buy?
- Why are you focused on price rather than value?
- Why are you "numbers-oriented, rather than "relationship-oriented"?
- Why is your social presence and online reputation not-existent, rather than being No.1 in your industry?
- Why is your online presence lacking, rather than having a dominant Google and social position that your customers and prospects would respect?
- Why are you trying to measure customer satisfaction, rather than seek and earn, and then measure customer loyalty?
- Why are you asking for referrals and testimonials, rather

than doing everything you can to earn them?

Take each "rather" and think about it twice: once seriously and once strategically. Then make notes on where you are in relationship to each process. Rate yourself and make an action plan to improve. Then ask your peers or partner to evaluate your self-assessed findings. They may (probably will) differ from yours.

THE SECRET TO EACH SALE: Be in a winning position BEFORE the sales call to put yourself in a winning position during the selling process.

All you have to do to be a TOP 1 PERCENT performer is do the "rather."

I have just given you an education, an evaluation and a set of strategies that will educate you in a way that is both understandable and actionable.

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

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Opinion

Kinder, gentler rhetoric and tactics mean more dead people

The political left has been campaigning against the use of force since at least the 18th century. So it is not surprising that they are now arguing that heavily armed or aggressive police forces only inflame protesters and thus provoke violence. Statisticians have long warned that correlation is not causation, but they have apparently warned in vain.

There is no reason to doubt that heavily armed police in riot gear may be more likely to show up where outbreaks of violence are expected. But when violence then breaks out, does that prove that it was the appearance of the police that caused it?

I strongly suspect that people who travel with armed guards are more likely to be murdered than people who do not travel with armed guards. After all, they are not paying to have armed guards for no reason.

If so, should we conclude from a higher murder rate among people with armed guards that having armed guards increases your chances of getting murdered? Shall we also conclude from this that we the taxpayers should no longer pay to have Secret

Service agents guarding our presidents?

Actually, the history of assassinations of American presidents could be cited as evidence that armed guards are correlated with higher murder rates, if we proceed to “reason” the same way the advocates of weaker police presence seem to be reasoning. There have been 43 presidents of the United States, of whom four — Lincoln, Garfield, McKinley and Kennedy — have been murdered. That is a murder rate of 9 percent.

If the murder rate in the general population — most of whom do not have armed guards — were 9 percent, that would mean more than 27 million Americans murdered today. We haven’t quite gotten up to a murder rate that high, even in Chicago. Does anyone seriously believe that leaving presidents unguarded would reduce assassinations? Probably not. But this is the golden age of talking points, as distinguished from serious thinking about serious issues.

These talking points are often based on a prevailing social vision, rather than

on hard facts. According to the prevailing vision, ghetto riots are due to racial injustices — and the way to deal with them is to make concessions in words and deeds, while severely restricting the use of force by the police.

Factual evidence cannot make a dent in that vision.

But, for those who are still so old-fashioned as to rely on facts, here are a few: Back in the 1960s when ghetto riots broke out in cities across the country, the region with the fewest riots was the South, where racial discrimination was greatest and police forces least likely to show restraint. In Detroit, with a liberal mayor in the city and a liberal governor in the state, where the police were warned against shooting during the 1967 riots, there was the largest death toll of any city during any riot during that whole decade — 43 people dead, 33 of them black.

Both the *New York Times* and the *Washington Post* expressed astonishment that such a riot could occur in a city with such liberal policies. But neither of them changed its vision in response to facts which contradicted that vision.

In Chicago, there were three nights of

rioting on the West Side in 1966. These riots were brought to a halt with what a Chicago correspondent for the *Los Angeles Times* called an almost “miraculous” low death rate of two. Yet that same reporter called the use of both troops and police a “serious over-reaction.”

Any force sufficient to prevent riots from getting out of hand is almost certain to be characterized as “excessive force” or “over-reaction” by people with zero experience trying to stop riots.

During a later and larger riot in Chicago, Mayor Richard J. Daley went on television to inform all and sundry that he had given orders to his police to “shoot to kill” arsonists — provoking outraged denunciations across the country. The number of people actually killed during that riot was less than a third of the number killed in kinder and gentler Detroit the following year, even though Chicago had a larger population.

Do you prefer that fewer people get killed or that kinder and gentler rhetoric and tactics be used?

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

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THOMAS SOWELL

The retirement mindgame: Outlook influences financial outcome

What kind of retirement do you think you’ll have? An outstanding one? A depressing one? What if it all starts with your outlook? Qualitatively speaking, what if the success or failure of your retirement begins with your perception of retirement?

A whole field of study has emerged on the psychology of saving, spending and investing: behavioral finance. Since retirement saving is a behavior (and since other behaviors influence it), it is worth considering ways to adjust behavior and presumptions to encourage a better retirement.

Delayed gratification or instant gratification? Many people close to retirement age would take the latter over the former. Is that a good choice? Often, it isn’t.

Financially speaking, retiring earlier has its drawbacks and may lead you into the next phase of your life with less income and savings. If you don’t love what you do for a living, you may see only the downside of working longer rather than the potential boost it could provide to your retirement planning (i.e., claiming Social Security later, tapping retirement account balances later and letting them compound more). If you see work as a daily set of unfulfilling tasks and retirement as an endless Saturday, Saturday will win out and your mindset will lead you to retire earlier with less money.

On the other hand, if you change your outlook to associate working longer with retiring more comfortably, you may leave work later with a bigger retirement nest

egg — and who wouldn’t want that? If you don’t earmark 66 or 70 as your retirement year, you can become that much more susceptible to retiring as soon as possible. You’re 62, you can get Social Security; who cares if you get less money than you get at 66 or 70, it’s available now.

Resist that temptation if you can. While some retirees claim Social Security at age 62 out of necessity, others do out of inclination, perhaps not realizing that inflation pressures and long-term care costs may render that a poor decision in the long run.

The good news is that Americans are waiting longer to claim Social Security than they once did. Increased longevity may be a factor in that trend, but the findings are encouraging nonetheless. The number of men claiming Social Security at age 62 increased 2.3 percent from 2007-09 to 35.8 percent, and the number of women claiming Social Security at age 62 increased 2.6 percent in that span to 38.9 percent. Still, these percentages fell short of those a generation before. From 1986-97, roughly half of all women claimed Social Security when they turned 62 and nearly half the men did; since 1997, the percentages have never approached those levels.

Setting a target age for retirement — say, 65, 66, or even 70 — before you turn 60 can help mentally encourage you to keep working to that age. Providing your health and employment hold up and you can work longer, patience can lead you to have more

Social Security income rather than less.

Take a step back from your own experience. For some perspective on what your retirement might be like, consider the lives of others. You undoubtedly know some retirees; think about how their retirements have gone. Who planned well and who didn’t? What happened that was unexpected? Financial professionals and other consultants to retirees can also share input, as they have seen numerous retirements unfold.

Reduce your debt. Rather than assume new consumer debts that advertisers encourage us to take on commensurate with salary

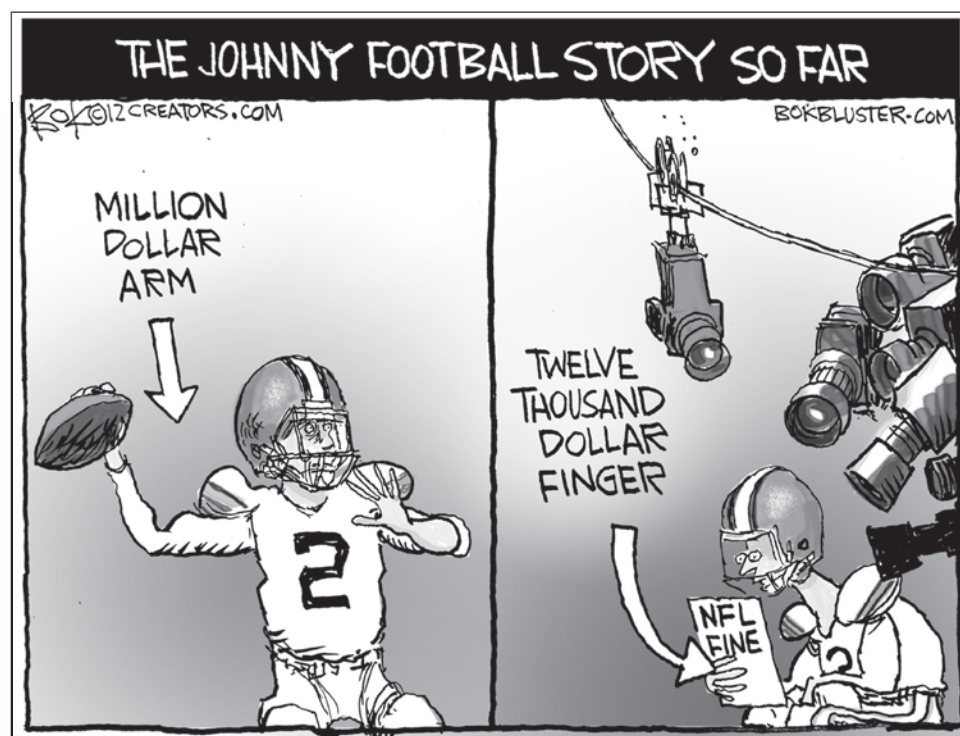
and career growth, pay down your debts as best you can with the outlook that you are leaving yourself more money for the future (or for unexpected situations).

Save and invest consistently. See if you can increase your savings rate en route to retirement. Don’t look at it as stripping money out of your present. Look at it as paying yourself first, and investing for the comfort of your retirement.

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc.



MARK LUND



Opinion

Secret to overcoming life's challenges is surprisingly simple

It's no secret these are uncertain times. Flip through the 24-hour news channels and you see war, terrorism, economic upheaval, corruption. Look around at our communities — and sometimes even our families — and you can see financial hardship, enmity, illness and setbacks. Uncertainty can breed insecurity. And insecurity can spawn a never-ending spiral of fear and desperate behavior. So how do we look beyond the negative to the positive? As a financial strategist and abundant living coach for more than 40 years, I can tell you that having hope — seeing a better tomorrow even if today is not so great — is absolutely critical. Abundant living begins with abundant thinking, so let's look at how we can conquer fear and build confidence.

If you think about our own lives, we're really talking about how to deal with crisis, deadlines, disappointments and offenses. These are real things that happen to all of us. One day, my wife Sharee and I were talking about how we feel when we go through a tough or stressful time. We were analyzing those moments when you feel anger, anxiety, even a desire for retaliation, and all of a sudden I had the biggest epiphany. The way to deal with negative emotions has been in



DOUG
ANDREW

the Good Book for millennia: faith, hope and charity.

In our professions, most of us face critical deadlines from time to time. It could be a licensing exam, a client project or a manufacturing deadline. Now we can either choose to be upset and uptight — which can impact how we treat our employees or families — or we can choose to look at that deadline as a lifeline.

For me, for example, there have been looming cutoffs for book manuscripts. There's nothing quite like the pressure of a Time Warner advance to get the adrenaline pumping. I could think, "I'm in writers' prison! I am 300 pages behind, and there are so many other things I should be doing, and what if I don't make the deadline, and what if" Or, I could think, "Wow, I can't wait 'til that deadline, because when the book is released I'll be interviewed by national TV, radio and magazines and this is the beginning of a new future. I'll be able to reach more people and help them live a more abundant life." See? That's hope vs. dread, positive energy vs. anxiety. And it allows us to see these otherwise stressful times as opportunities to expand our skills, to accomplish something new, or to come

through for others.

Now what about offenses? None of us gets through life without others saying or doing something that is insensitive, hurtful or just plain awful. Our typical response to offense is either to seek some kind of retaliation or to withdraw from that person or experience completely. But what if we chose a different path?

I remember going to a woman's funeral and it said on her program she was never offended because she never took offense. There's a German saying, "You can choose to be upset, but you're not obligated to be." Mark Twain once said, "Forgiveness is the fragrance that the violet spreads upon the heel that crushed it." It's all in how we choose to react — and charity is the key. I'm convinced 90 percent of people who offend us didn't mean to — we just took offense. And guess who it's hurting to be offended — not them, just us. Now you may be thinking, what about the 10 percent who really do want to offend us? We could say to ourselves, "If they simply understood where I was coming from at the time, they might not have judged me like that." And then we can let it go. The funny thing is, it actually probably makes the offender more upset when we exercise charity and don't

get offended.

Now there are times when we face serious crises, setbacks and challenges. Maybe we get diagnosed with an illness, we crash our car or we get laid off. We can get very downhearted, upset, stuck — but we're not obligated to be. It's not to say these things aren't truly tough. But if we exercise faith, the fear will be dispelled because those two emotions cannot occupy the human heart simultaneously. Anytime that I feel fearful, that's a signal I'm not exercising faith. So I teach my children and grandchildren to conquer fear with faith. Because faith puts us in motion, and motion helps us find answers to our problems.

So, you can see, the three basic ingredients — faith, hope and charity — can be a powerful recipe for overcoming hard times and finding certainty in an uncertain world. We'll never be immune from crises, deadlines and insults or challenges. But we can change the way we approach them, we can learn from them and in the process we can lift others to higher ground. And that's a life of abundance, one that is well worth living.

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

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CALENDAR

from page 7

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.

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 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 thereafter. Website is www.utah-globalforum.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 sandy-chamber.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 Calayst; 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 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.

September 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 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.

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, 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 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., 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 sandy-chamber.com or by calling (801) 566-0344.

October 7

Realty Alliance 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.

Oct. 23, 7:15 a.m.-3 p.m.

Ninth Annual PTAC Procurement Symposium, presented by the Procurement Technical Assistance Centers (PTAC), part of the Governor's Office of Economic Development (GOED). Event focuses on government contracting and will feature breakout training sessions, a reverse trade show, a keynote speaker and PTAC awards. Location is South Towne Expo Center, 9575 S. State St., Sandy. Details are at business.utah.gov/programs/ptac/ptac-symposium.

November 7, 6-9 p.m.

Utah Technology Council (UTC) Hall of Fame Celebration. Black-tie event will honor individuals with Utah ties who have made global contributions to the information technology and life science industries through new technology, innovation and leadership. Keynote speaker is Marc Benioff, chief executive officer and cofounder of Salesforce.com. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$300 for UTC members, \$450 for nonmembers. Details are at www.utahtech.org.

CORPORATE FINANCIAL REPORTS

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

SNFC

Security National Financial Corp., based in Salt Lake City, reported after-tax earnings of \$2.6 million for the second quarter ended June 30. That compares with \$2.8 million for the same quarter in 2013.

The net gain per common share was 22 cents in the most recent quarter, down from 24 cents per share in the year-earlier quarter.

Revenues totaled \$59.4 million, down from \$61.3 million in the year-earlier quarter.

Most of the revenue total, \$36 million, came from the mortgage business segment, followed by \$19.8 million from the life insurance segment and \$3.5 million from the cemeteries/mortuaries segment.

"We are very pleased with the performance of our company this past quarter," Scott Quist, chairman, president and chief executive officer, said in announcing the results. "Earnings before taxes are up double digits in cemeteries and mortuaries and triple digits in life insurance. Mortgage income, while less than last year, is very good, given the industry environment."

Quist said that nationwide, applications for mortgages are down roughly 15 percent compared to last year and refinance applications are down about 60 percent.

"Against that environment, we have improved our production and believe we have increased our market share almost 50 percent. We, of course, are a small player in the national market, but I think we can take pride in our results last quarter and are optimistic about further production growth

as we look forward."

Flexpoint Sensor Systems

Flexpoint Sensor Systems Inc., based in Draper, reported a net loss of \$251,532, or zero cents per share, for the quarter ended June 30. That compares with a net loss of \$254,194, or 1 cent per share, for the 2013 second quarter.

Revenue totaled \$43,302 for the most recent quarter, up from \$28,495 for the year-earlier quarter.

Flexpoint develops sensor products.

"The company continues to better execute its business plan by concentrating its marketing resources on a limited number of customers that have the greatest potential to generate the most short-run revenue while still building relationships with our larger customers," Clark Mower, chief executive officer, said in announcing the results.

"Management believes this approach has the highest potential to bring long-term commercially viable products to market during the remainder of 2014 and beyond and will provide sustainable cash flow to fund the company's operations in the future. We look forward to continuing to hit key milestones during the current quarter."

Pioneer Oil and Gas

Pioneer Oil and Gas, based in South Jordan, reported a net loss of \$54,190, or 1 cent per share, for the third fiscal quarter ended June 30. That compares with a loss of \$45,160, or 1 cent per share, for the same quarter in fiscal 2013.

Revenues in the most recent quarter totaled \$190,940, down from \$277,326 in the year-earlier quarter.



“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.

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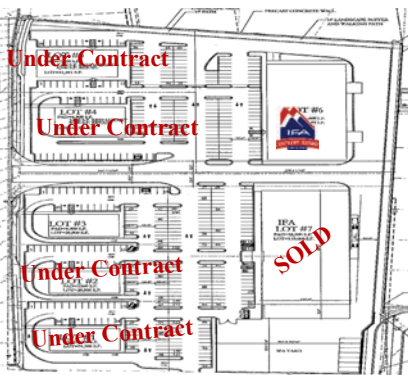


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Kym McClelland 801-573-2828

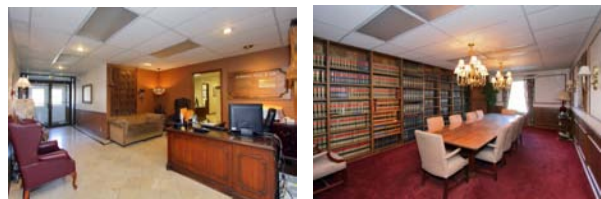
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Bijan Fakhrieh 801-918-9000

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For Sale: \$449,000

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Lease Rate: \$12.00/NNN

For Sale: \$229,500

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Lease Rate: \$13.50 - NNN

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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



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

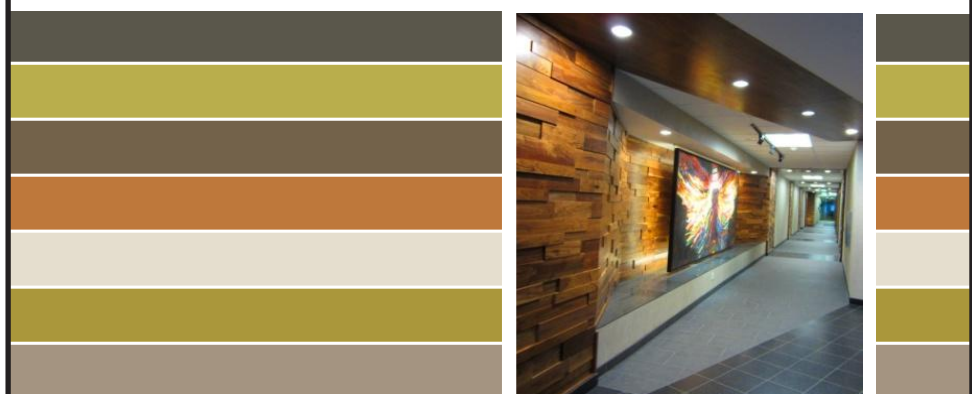
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