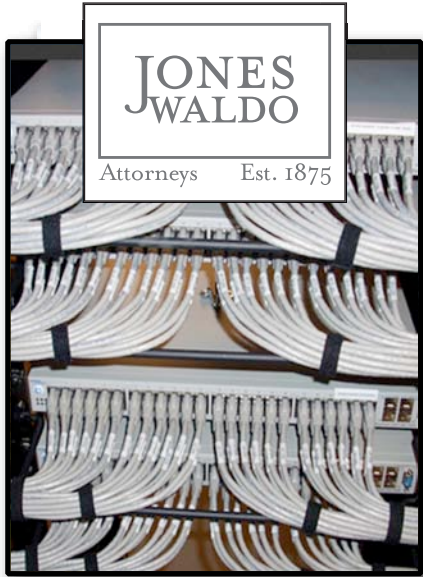


Focus

TECHNOLOGY

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For innovators, 'step back' provides perspective

Brice Wallace
The Enterprise

Step back. Give back.
Those were among the key points Marc Benioff recently made to a Salt Lake City audience. The chairman and chief executive officer of Salesforce, an on-demand, cloud-based information management service company, hailed the concepts of focus and philanthropy during a keynote presentation at the Utah Technology Council Hall of

Fame Celebration.

For innovators, Benioff said, taking a step back provides perspective. It can allow a person to "see all the opportunity that's in front of you," whether it's in technology, world dynamics, their own company or other companies, he said.

The next step is to "clear your mind and make some room for some new ideas," he said.

Benioff's idea became a company that was designed to replace traditional enterprise software technology. Salesforce's success has led to it being named the World's

Most Innovative Company four consecutive years by *Forbes Magazine*.

"Our minds are pretty busy, pretty cluttered," he said. "We have a lot going on, we all have our phones in front of us, our emails in front of us. ... How do we get back to a beginner's mind? — which is hard, because we all have these unbelievable life experiences, all these things that have happened to us."

Ultimately, clarity comes when trying to answer questions like "what do I really

see UTC pg. 4



The century-old Guthrie Bicycle shop in Salt Lake City is among those showing an increase in sales this year that can be attributed to a trend toward the popularity of cycling.

Area bike shops benefit from cycling's growth in popularity

Sheena Steedman
The Enterprise

By most indications, bicycling is growing in popularity in Northern Utah. Local governments are providing bike lanes for enthusiasts and in downtown Salt Lake City, the public bicycle rental service called GREENbikes is adding locations and reporting heavy usage. Local bicycle shops are also benefiting from the craze, reporting an increase in sales this year.

One of the local shops taking advantage

of cycling's popularity is the 100-year-old Guthrie Bicycle shop with 10 employees, a family business that has been passed down for five generations. It is located at 803 E. 2100 S.

Owner Jeff Goddard credits the increase to the fact "bikes are becoming trendy." He noted that in Utah, the sport has increased in popularity as the number of trails has increased along with lift access.

The shop's employee count has already gone up one since last year. As for

see BIKE SHOPS pg. 12

Record CAI signals strong holiday buying

Utah consumers' attitudes have reached an all-time high, based on a monthly gauge released last week.

The Zions Bank Utah Consumer Attitude Index (CAI) surpassed 110 for the first time in November, rising to 116.8 on flourishing business conditions and job growth.

The index rose 7.1 points from October and was 23.1 points higher than its level a year ago, showing confidence is strong heading into the holiday shopping season.

A score above 110 indicates that Utah is rising above economic recovery into economic prosperity. Utahns are bucking the trend: the national Consumer Confidence Index (CCI) decreased 5.4 points to 88.7 from October to November.

"Consumer attitudes are exceptionally high going into the holiday season," said Scott Anderson, president and CEO of Zions Bank. "Plentiful jobs and a good business environment equate to happy consumers during a season that can often be marked by financial stress for both consumers and for companies that rely on holiday sales to maintain their business."

The Present Situation Index, a sub-index of the Utah index that measures how consumers feel about current economic conditions, increased 5.5 points to 117.9 from

see CAI pg. 3



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Deadline extended for dairy farmers' margin protection

U.S. Agriculture Secretary Tom Vilsack has announced extended deadlines for the dairy Margin Protection Program. Farmers now have until Dec. 5, to enroll in the voluntary program, established by the 2014 Farm Bill. The program provides financial assistance to participating farmers when the margin — the difference between the price of milk and feed costs — falls below the coverage level selected by the farmer.

“We want dairy producers to have enough time to make thoughtful and well-studied choices,” said Vilsack. “Markets change and the Margin Protection Program can help protect dairy producers from those changes.”

Vilsack encouraged producers to use the online resource at www.fsa.usda.gov/mpptool to calculate the best levels of coverage for their dairy operation. “Historical scenarios also can be explored to see

how the Margin Protection Program would function should poor market conditions occur again in the future,” said Vilsack. The secure website can be accessed via computer, smartphone or tablet.

The U.S. Department of Agriculture (USDA) also extended the opportunity for public comments on both the Margin Protection Program and the Dairy Product Donation Program until Dec. 15.

Two Salt Lake Valley medical clinics announce merger

Granger Medical Clinic and Wasatch Internal Medicine have merged their two independent medical group practices.

Granger Medical Clinic is the largest independent medical group in the Salt Lake Valley. A multi-specialty clinic, it offers care in the communities of West Valley, West Jordan, Draper, Riverton, Tooele and Millcreek.

Wasatch Internal Medicine has been providing patient care in the Millcreek area for over 15 years.

“Combining forces will strengthen our joint ability to provide high quality at a lower cost,” said Granger Medical CEO David Tanner. “The overall goal is to help our patients get well, feel well and be well.”

Through the merger, Wasatch Internal Medicine’s staff of 14 providers and 37 employees join Granger Medical’s expanding team, now including 104 providers and more than 400 support staff. Wasatch Internal Medicine is located on the St. Mark’s Hospital Campus in the North Medical Building.



Tracey Larson, vice president and special projects manager at Bank of American Fork, accepts the 2014 American Bankers Association Community Commitment Award for Protecting Older Americans from John Ikard, American Bankers Association chairman.

Bank AF honored for senior program

Bank of American Fork has received the 2014 American Bankers Association Community Commitment Award for Protecting Older Americans, a national award with a single nationwide recipient.

According to bank officials, the award comes as a result of the bank’s unique passion and five-part initiative designed to help support caregivers and protect seniors from fraud. Behind the initiative are employees that are passionate about helping the seniors and caregivers in the communities where they live and work, a release from the bank said.

Tracey Larson is the head of the bank’s age-friendly initiative. Her passion stems from being a daughter of senior parents.

“There was a shift for me that caused me to become really passionate about supporting age-friendly banking,” said Larson. “It was when I started to hear the

stories. I remember my first meeting on a committee that included hearing first-hand stories of elder and vulnerable adult abuse. I cried.”

Besides her passion for making banking and finance safe for seniors and their caregivers, Larson has the know-how and detailed eye that make it natural for her to move the initiative from words on paper to action in the community.

For example, due, in part to Larson’s efforts, Bank of American Fork has an age-friendly champion at each branch who receives extra training on how to spot fraud or a stressed caregiver. Although all Bank of American Fork employees are trained to look for and report suspected fraud, the training for age-friendly champions is more comprehensive and goes far beyond what regulators require, the bank said.

Old owner buys FRSTeam franchise

Fabric Restoration Service Team Inc. (FRSTeam) has announced that its sole Utah location has been purchased by its original owner. The fabric restoration services firm said in a release that the Utah store originally joined the FRSTeam franchise in 2010, was sold in 2012, and in October was purchased back by original owner Ryan Fish.

After acting as a consultant to the business for two years, Fish reacquired the franchise in October and chose to operate under the FRSTeam brand once again.

“Being a part of the FRSTeam

franchise allows us to do more and do it better,” said Fish. “Based on experience, we believe the FRSTeam brand gives us exposure to some of the best operators in the country, which is very beneficial for our business. We are happy to be with FRSTeam and really respect and admire the organization.”

FRSTeam of Utah operates with a team of 17 employees and specializes in textile restoration and dry cleaning. Ryan Fish is a life-long Salt Lake Valley resident and long-time veteran in the restoration industry.



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An artist's concept shows how the Olympic summer training facility in Park City will look following a redesign project that has received \$1 million in seed money from Utah philanthropist Spencer F. Eccles.

Eccles donation to fuel Olympic facility rebuild

Utah philanthropist Spencer F. Eccles has committed a \$1 million challenge grant to the Utah Olympic Legacy Foundation to be used to fuel a \$3 million Project Big Air Campaign. The effort is a joint fundraising project between the Utah Olympic Legacy Foundation and U.S. Ski and Snowboard Team Foundation, the fundraising arm of the U.S. Ski and Snowboard Association.

Project Big Air encompasses a complete redesign of the summer training pool ramps at the Utah Olympic Park in Park City, including seven new snow sport-specific ramps for aerials, moguls, freestyle, snowboarding and big air. The redesigned training facility will benefit winter Olympic athletes and youth participants across multiple snow sports. The training pool complex is scheduled for a grand re-opening in June 2015.

"With this contribution, Spencer F. Eccles continues to demonstrate his unwavering support to deepen Utah's commitment to Olympic winter sport while challenging other stakeholders and philanthropists to join him in this effort," said Colin Hilton, president and CEO of the Utah Olympic Legacy Foundation.

"I'm 110 percent committed to the Utah Olympic Legacy Foundation's continued role of sport development for Utah's youth and elite athletes," said Eccles. "It's a thrill to be able to offer this challenge and build even greater momentum for this exciting Big Air campaign."

Over the past half-century, Eccles has distinguished himself as one of Utah's most influential contributors as a banking and business leader, philanthropist and elite-level alpine competitor. A na-

tive of Ogden, Eccles first made tracks at Snowbasin Ski Area and later competed for the University of Utah Ski Team, including as captain and All-American.

Among his skiing accomplishments, Eccles was a first alternate to the U.S. 1958 FIS World Championships ski team, placing third in the Canadian National Championship slalom, placing second in the U.S. National slalom and third in the combined and winning both a silver medal in Aspen's famed Roche Cup slalom and a bronze in the combined. Through his on-

going community philanthropy, he continues to support youth participation in winter sports and healthy lifestyles.

In 2002, the International Olympic Committee awarded Eccles its highest honor, the Pierre de Coubertin Medal, recognizing his exceptional service to the Olympic movement. He continues as a member of the board of the Utah Olympic Legacy Foundation, the Utah Sports Commission and the U.S. Ski and Snowboard Team

see ECCLES pg. 12

CAI from page 1

October to November. The Expectations Index, the sub-index of the CAI that reflects how consumers feel about economic conditions six months from now, rose 8.2 points to 116.1. Both of the November figures were record highs.

Utahns' confidence that current business conditions in Utah are good increased three points to 50 percent in November, which also represents its highest level on record.

Utah's friendly business environment continues to attract businesses and venture capital to the state, as demonstrated by recent findings published by the Associated Press that Utah cities received two of the top three spots for per-deal venture capital amounts. The current outlook on job availability also reached a high point in November at 40 percent, increasing one point from October.

Current business conditions and job availability were not the only indicators to increase from October to November. Beliefs that business conditions will be better six months from now increased 10 points over October's figure, rising from 24 percent to 34 percent. The percentage of Utahns who think the number of jobs available in their area will be higher six months from now also increased, jumping from 26 percent in October to 33 percent in November. Slightly more Utahns expect their household income to go up in the next six months, increasing from 30 percent in October to 31 percent in November.

The percentage of consum-

ers who expect prices of homes like theirs in their community to increase over the next year increased from 57 percent in October to 64 percent in November, which shows promise for the housing market. According to the most recent CoreLogic Home Price Index Report, home prices in Utah actually decreased 0.5 percent from August to September but increased 5 percent since this time last year.

Increasing expectations regarding home prices are a good sign for the housing market since increasing home prices equate to increasing value of individuals' assets, Zions said.

The percentage of Utahns who expect gas prices to go up over the next year decreased seven points to 63 percent in November, which is likely a result of the recent decline in oil prices across the globe combined with seasonal lower prices. The average expected increase is 40 cents. Those who expect gas prices to fall expect the drop to be 28 cents on average.

Consumers expect inflation to increase slightly. Despite statements of the Federal Reserve that interest rates will be kept low for a considerable time, 61 percent of Utahns expect interest rates for borrowing money to increase during the next 12 months, up from 57 percent in October, although the size of the expected increase was not measured.

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UofU team: SLC's income parity in jeopardy

A team of University of Utah Honors College students has concluded that the Salt Lake City region's advantage as one of the "least unequal cities in the country" in terms of income parity could be deteriorating, putting the middle class – and the community – at risk. The results come despite the area's relatively strong economy.

The newly released report, titled "Middle Class on the Ropes," is the result of a yearlong project

by undergraduate students in the Honors College Praxis Lab program.

"We hope to raise awareness of the growing gap in income equality in Utah and the nation," said Jess Esplin, Honors College student and one of the authors of the report. "The economic well-being and political and social cohesion of our community is at risk. The point of our research is not just data, but action." To that end,

each chapter in the report ends with a "What Can Be Done?" section, which highlights possible actions to address the issues identified there.

Results of the study were presented and discussed at a public community meeting in November. Robert Heufner, professor emeritus of political science at the U, moderated a panel discussion, including audience questions and answers.

Verismic opens development center in Salt Lake

Verismic, a California-based provider of IT management solutions, has announced the expansion of its cloud software operations with the opening of a new development center in Salt Lake City.

Verismic has relocated its chief technology officer, Mark Reed, from Florida to lead the building of the development team

in Salt Lake. The company has 12 staff members and expects to continue to hire through the rest of 2014 and into 2015.

"The skill level within the Salt Lake City area is impressive and we have been thrilled thus far with the interest in our expansion to the region," Reed said.

The new office is located at 175 W. 200 S. in the Fires-

tone Building. The company was founded in California in 2007.

"Salt Lake City is an ideal location for great software development talent, allowing us to continue developing industry-leading cloud technologies," said Ashley Leonard, Verismic president and CEO. Verismic is headquartered in Orange, California, and has offices in the U.K. and Australia.

UTC

from page 1

want?"

Every 90 days during the past 15 years, Benioff has gathered his top 50 managers to undertake that exercise. "The first thing I say to everybody in the room is, 'OK everyone, let's put it all aside and let's just ask one question: What do we really want right now? And let's just get really clear about our vision.'"

Other questions follow: What is really important right now? How are we going to get those things? What is preventing us from having those things? How will we know that we have it?

"I think that's a process that's driving us forward," Benioff said. "You have to be constantly innovating. You have to constantly be thinking, 'What's next?' 'Where am I going?' That's evolution. And you have to do that in life and in your business and you've got to go forward."

Benioff's dream included creating a new technology model, which is cloud computing; creating software as a subscription; and putting 1 percent of the company's equity, product and employee time into the Salesforce Foundation to help others.

"At a high level, I really want to be happy," he said of the value of giving. "Nothing makes me happier than giving, and the real joy in your life can only be achieved by giving as much as you can. That's just the reality."

His company has 15,000 employees, and the afternoon of the first workday for each one — plus those who have moved on — has been to do something for other people. Employees get four hours a month, six days a year, of paid time off for volunteerism, amounting to nearly 1 million hours. About 23,000 nonprofit organizations run on Salesforce services for free, and the company has given grants totaling nearly \$100 million.

"You want to know why that's so exciting? It's because it's so easy," Benioff said.

"We have all this human resource — yes, they're building the best software in the world; yes, they're helping companies have better sales force automation or marketing automation or service automation or whatever it is they're doing with our products — but, at the end of the day, we're able to take that power that we have in our company, whatever that means, and use that in a positive way.

"And I know for every entrepreneur and every CEO, here or anywhere, they all know that the

ability to tap into that resource — the people, the relationships, their products, whatever it is — to take some percentage of it, whatever it is to them, and to push that back out into the world, into our schools, into our hospitals, into our homeless shelters, into our immigrant communities, into our veterans, all the people who need our support, now more than ever, that can really make a difference and that's why I do it.

"I feel strongly it is the right thing to do, and corporations can give back. And I feel that that's as important as the new products that we're introducing."

His is a company focused not just on shareholders but stakeholders, which he listed as customers, employees, partners and people in the community.

"Not everyone has had the great good fortune that we've had, and we can do something to help others," he said. "People who are successful in business have that power. That's why they're successful. Just take a small percentage and give back."

Other points Benioff made in Salt Lake City:

- Prayer and meditation are important parts of having a happy and successful life, whether in a structured program or unstructured.

- People can be victims of their own success if that success impairs their ability to be happy. Sometimes, he will have people list five "happy" things and five "not happy" things, then encourage them to do more of the former and stop doing the latter. "And that, I think, is a good Step One," Benioff said. "We tend to do that about success, but do we tend to do that about happiness?"

- People need to capitalize on the latest technologies. "Technology is constantly looking at lower cost and [being] easier to use, and if you're not taking advantage of that next-generation technology, you're really missing out in running your business and running your life," he said. Using new technologies can help "move your life and business forward and to differentiate yourself and to be better than your competition."

- People need to take time off from work on a regular basis. "I think it's really important to take time off," he said. "I encourage everybody to take time off. Every day, take a moment for yourself, No. 1, and then take more blocks of time so you can get that step back and get yourself back."

- People always overestimate what they can do in a year but underestimate what they can do in a decade.

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Accountant's Corner

The impact of the Affordable Care Act on 2014 income tax returns



JIM BEAUDOIN

The Patient Protection and Affordable Care Act was enacted March 23, 2010. The law is commonly referred to as the Affordable Care Act (ACA) or Obamacare. A new 0.9 percent Medicare tax on compensation and self-employment income and a new 3.8 percent surtax on net investment income earned above certain thresholds began in 2013 and will continue in 2014. Sophisticated tax planning is essential for mitigating the cost of these two new significant taxes.

The individual mandate to carry health insurance began January 2014. A new tax or penalty (and the U.S. Supreme Court said it was both) applies to each month you do not have adequate health insurance coverage for yourself and for each member of your tax household.

Due to the government's website troubles a year ago, three special 2014 exceptions apply: 1. A paper application to purchase health insurance on the individual marketplace (also called an exchange) was received by the Department of Health and Human Services by April 7; 2. An individual tried to purchase health insurance on the website but could not complete the purchase by March 31; and 3. A policy was purchased outside of the exchange with coverage beginning no later than May 1.

Other exemptions may apply and some require that a certificate be obtained from the exchange before your 2014 tax return is filed. See the IRS website for more information.

The penalty is calculated on your 2014 individual income tax return. The amount of the penalty phases in from 2014 to 2016. For 2014, the full 12-month penalty is the greater of: 1. \$95 per member of your tax household (\$47.50 for those under age 18) limited to \$285; or 2. One percent of your household income above the tax return filing requirement threshold. This penalty cannot exceed the national average bronze plan premium of \$2,448 for each individual, capped at \$12,240 for a family with five or more members. If everyone in your household had health insurance for each month of the year, check the box on line 61 of the 2014 version of Form 1040.

A premium support tax credit is available for qualifying individuals purchasing health insurance on the

exchange. For a family of four, a credit is available for household income up to \$94,200. The U.S. Supreme Court agreed on Nov. 7 to hear a challenge as to whether these credits are permitted for Federal exchanges established in the 36 states that did not create their own state exchanges.

If the court rules that premium credits are only permitted for state

exchanges, then the ACA will be in danger of collapse because millions of low- to moderate-income Americans will not be able to afford the health insurance they are required to have. Utah did not create an individual state exchange, although it has a small business state exchange. Most people qualifying for the credit choose to have the government

pay the credit to their health insurance provider so that their monthly out-of-pocket premium cost is smaller.

The amount of the credit is based upon family size and household income as estimated by the purchaser. A reconciliation of the proper amount of credit is required as part of the 2014

income tax return. If too much credit was taken, some or all of the excess must be repaid. If too little was taken, an additional credit can be claimed on the 2014 income tax return.

James R. Beaudoin is a shareholder and president of Pinnock, Robbins, Posey & Richins PC, an independent CPA firm in Salt Lake City.



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Industry Briefs

ARTS/ENTERTAINMENT

• The **Governor's Office of Economic Development (GOED)** board, at its November meeting, approved a pair of film/TV productions for tax credit incentives from the state's Motion Picture Incentive Fund. The board approved a credit of up to \$155,720 for **11:11 Films** for "The Sinner's Prayer," a drama feature film expected to spend \$778,600 in Utah. Principal photography is scheduled to take place through Dec. 23. **Camera 40 Productions** was approved for an incentive of up to \$74,971 for "The Outpost," a fantasy TV series expected to spend \$374,855 in Utah. Principal photography is scheduled for Dec. 8-23.

BANKING

• **Bank of Utah**, Ogden, has hired **Allan Maughan** as a mortgage loan officer at its St. George office. Maughan is a 30-year financial industry veteran who has worked in the banking, finance and mortgage industries, including 10 years at Well Fargo as a mortgage consultant and five years managing his own finance company.



Allan Maughan

ity trailers between 35 and 45 feet long. The site is part of a 2,000-acre expansion plan called Anthem that has taken over five years from concept to development. The Bluffdale project, recently approved by the Bluffdale City Council, will have 386 units built upon 3.15 acres, or 62,220 square feet of space, with unit options including climate control, hallway and drive-up access. It will be at 15403 S. Camp Williams Road and is expected to be open for business in late summer or early fall. Ken Menlove of Menlove Construction is responsible for planning and building the projects. Towne Storage will be working with Gardner Engineering to add solar panels as a new feature in reducing the Herriman building's carbon footprint.



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CONSTRUCTION

• **Towne Storage** announced that the first phase of development of its 15th storage project, in Herriman, is scheduled to be complete in the spring and that its 16th storage project will be in Bluffdale. The Herriman project at 5303 W. 11800 S., features 415 units on 4.3 acres will cover 65,300 square feet, with unit options including climate control, extra-clean and drive-up access. Ninety outdoor storage spaces will accommodate RVs, boats and util-

ENVIRONMENT

• Nearly 6,900 Utahns eliminated 2.25 million miles and more than 140,000 vehicle trips during the sixth annual "Clear the Air Challenge" in July. The result was avoiding 668 tons of emissions added to the air and savings of about \$800,000 in vehicle costs. Using a new web-based tracking tool, participants were able to log trips eliminated by bik-

ing, walking, e-traveling, trip chaining, teleworking, using public transit, carpooling or working a compressed workweek. At an awards ceremony, "Challenge Champions" were honored. The overall top teams (in order) were from **Fidelity Investments**, with 15,611 trips, 350,000 miles and 120 tons of emissions avoided; **Utah Department of Workforce Services**, with 9,337 trips, 126,899 miles and 34.6 tons of emissions avoided; and the **University of Utah Facilities**, with 7,465 trips saved and 80,000 miles avoided. Top small teams (in order) were from **KRCL**, with 3,688 trips, nearly 35,000 miles and 10.5 tons of emissions avoided; **Penna Powers Brian Haynes**, 2,473 trips and more than 21,000 miles avoided; and **KUER**, with 3,686 trips and 6.8 tons of emissions avoided. Top individuals in most miles saved were (in order) **Jennifer Gordon**, 7,873 miles; **Lynn Kunzler**, 6,469 miles; and **John Strong**, 6,244 miles. Top individuals in most trips saved were (in order) **Søren Simonsen**, 468 trips, 2,500 miles and nearly one ton of emissions avoided; **Robert Ford**, 413 trips; and **Rob Kent**, 380 trips. In its six years, the program has had about 27,000 participants saving more than 9.4 million miles driven and eliminating more than 7.5 million vehicle trips.

HEALTHCARE

• **Jade Therapeutics Inc.**, Salt Lake City, has announced the election of **Dr. Randall Olson** to a newly created position on the company's board of directors. Olson



Dr. Randall Olson

is chief executive officer and chairman of the Department of Ophthalmology and Visual Sciences of the John A. Moran Eye Center at the University of Utah School of Medicine. He specializes in research dealing with intraocular lens complications, teleophthalmology and corneal transplantation techniques. He joined the faculty of the Louisiana State University Eye Center in New Orleans in 1977 as director of corneal services, and came to the University of Utah's Division of Ophthalmology and Visual Sciences in 1979.

MEDIA/MARKETING

• **Struck** has announced the promotion of **Matt Anderson** to CEO. Anderson also will retain the title of executive creative director, continuing to guide agency creative efforts while working directly with clients. He joined Struck in 2008 after spending seven years

as a copywriter and client-side creative director. He initially took on the role of creative director and was promoted to executive creative director in 2013. Anderson succeeds **Daniel Conner**, who is leaving the agency after five years to pursue a senior management role with a healthcare innovator. The company also said **Pauline Ploquin** will take on the role of chief relationship officer, overseeing client relations, new business and marketing at the agency. Ploquin previously held the title of chief operating officer. **Ethan Heugly**, the agency's chief financial officer, will add operational efficiency to his list of responsibilities. Heugly and Ploquin also will sit on the agency's board of directors. **Brent Watts** will continue in his role as executive creative director and co-founder, and he will remain on the board of directors.

PHILANTHROPY

• **Bank of American Fork** is sponsoring its 15th annual **Project Teddy Bear**, a drive to collect toy bears and stuffed animals for at-risk Utah children at the Utah Valley Family Support & Treatment Center, the Salt Lake Valley Family Support Center, the House of Hope and the Family Connection Center in Clearfield. The toys are given to children during times of trauma and to aid in play therapy sessions. New or clean, gently-used stuffed animal toys may be donated at any of Bank of American Fork's 14 locations throughout Salt Lake, Utah, Davis and Washington counties through Dec. 16. The drive last year collected a record 20,466 stuffed animal toys. This year's goal is to surpass 20,000 stuffed animals, which will allow every child served at the four family-support centers to receive one.

RECOGNITIONS

• Several innovations and student works were among the awards presented at the recent **Pushbutton Utah Digital Media Event** at the Rose Wagner Performing Arts Center in Salt Lake City. The award for **Best Digital Media Innovation**, a \$10,000 prize decided by audience text-voting, was earned by **Dub Wars**, an innovation by **Joe Albrethsen**. Other finalists were **Sportlocker**, by **Tanner Stephens** and **Colby Hawker**; and **Sagebin**, by **Rodrigo Sagebin**. The award for **Best Student Work**, a \$3,000 prize also decided by audience vote, was earned by **Cyber Dino**, by **Ben Coombs** and **Ben Head** of Utah Valley University. Other finalists were **Step Pets**, by **Tim Cooley** of the University of Utah; and **Morphonauts**, by **Amanda**

Hacking of Westminster College. The \$3,000 **Best Use of Digital Media Award** went to **Salt Lake Comic Con**. The **Digital Media Legacy Award** was presented to **Clark Stacey** of Smartbomb Interactive/WildWorks.

• Ten Utah-based companies recently were named to **Deloitte's Technology Fast 500**, which ranks the 500 fastest-growing technology, media, telecommunications, life sciences and clean technology companies in North America. The companies, both public and private, are evaluated based on percentage fiscal year revenue growth from 2009 to 2013. Utah companies on the list are **Fusion-io**, Salt Lake City, No. 39 with 4,160 percent growth; **HireVue**, South Jordan, No. 56 with 2,316 percent; **Pluralsight**, Farmington, No. 77 with 1,643 percent; **HealthEquity Inc.**, Draper, No. 188 with 537 percent; 292: **Packsize**, Salt Lake City, No. 292 with 210 percent; **AtTask**, Lehi, No. 348 with 239 percent; **DigiCert**, Lehi, No. 418 with 179 percent; **Profire Energy Inc.**, Lindon, No. 434 with 170 percent; **Fishbowl Inventory**, Orem, No. 462 with 153 percent; and **Ancestry.com**, Provo, No. 490 with 140 percent.

TECHNOLOGY/LIFE SCIENCES

• **NetDocuments**, Salt Lake City, has hired **Troy Bartlett** as director of technical sales. He will lead the technical services team as it continues building tools and processes to transition firms from legacy systems into NetDocuments' cloud-based application. Bartlett has more than 20 years of experience in legal document management technology, most recently at Hildebrandt Baker Robbins (HBR Consulting).



Troy Bartlett



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Whether new or established, all companies need strong business model

I have addressed in earlier articles that strategizing is the first dimension of outstanding leadership. Strategy must encompass both “why” your business exists (its value proposition), and “how” that value will be delivered. The “how” should always encompass a strong, clear business model.

Whether a new entrepreneurial venture or an ongoing, well-established company, every enterprise should have an unambiguous business model. The objectives here are, first,

to focus your executive team on “how” your company will achieve its “why,” and, second, to provide a broad roadmap that easily communicates, motivates and engages both executives and all employees.

In that regard, the model should be simple enough that every executive and employee can understand it — and capably communicate its key points to others.

While the business model for each organization is unique in its content, the process of developing and maintaining an effective business model generally follows these steps:

1. Establish your value prop-

osition, making sure that it clearly communicates your “why” in terms of the benefits delivered to your customer.

2. Define your target customer(s) as specifically as possible, including demographics, psychographics, etc. Are they B2C or B2B? Why will they resonate with your value proposition?

3. Define your desired relationship with each customer type. How will you market and sell to them? How will you assure that they are delighted with the benefits you offer? What is the best, most efficient way for them to pay for those benefits?

4. Define the channels by which you will connect with and sell your customers. Will you sell your product and/or service through retail establishments, online, through sales reps, or some other way?

5. Define the operation whereby you will create your product and/or service. What are the essential activities that constitute your key operating processes? Will these processes be done in-house or will you be required to partner with others to provide them? If so, who are these part-

ners? Regardless of in-house or outsourced, how will you sustain the ongoing operation to assure the delivery and quality of benefits for your customer?

6. Define the resources required to create this operating system. What talent will you require? What equipment, facilities, software, etc., are essential? What investment is dictated by these resource requirements?

7. Define the economic engine that will drive and sustain this business model. What are the anticipated revenue streams? What are the costs associated with those revenues (cost of goods sold)? What is the likely overhead of the business? What are the anticipated net pre-tax profits? What are the cash flow dynamics of the business; i.e., how rapidly will customers pay, what is your payables policy, and how will you manage inventories?

Successful leaders recognize that a key element in their strategic role is to engage their executive team in building, maintaining and periodically re-addressing their business model. One of the best facilitative tools I have used in this regard is the book *Business Model Generation*. It employs what authors Alexander Osterwalder and Yves Pigneur call

“the Business Model Canvas,” which provides a template for working collaboratively to create a viable and engaging business model.

Each element of a given business model can — and should be — expanded into a more detailed business plan, but, remember, the point of the model is to establish a broad road map of where the business is going and how it is planning to get there. Your objective here is not comprehensive detail; rather it is to communicate, motivate and engage.

As one who has facilitated the development of multiple business models, I offer one final

bit of counsel: recognize that the North Star of business modeling is your value proposition. Everything else that emerges in your model should extend from the value proposition. If any part of it does not, challenge that element vigorously. Successful leaders recognize the risk inherent in tangential tactics that may well unravel the most dynamic strategies.

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



RICH TYSON

CORPORATE FINANCIAL REPORTS

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

Nutraceutical

Nutraceutical International Corp., based in Park City, reported net income of \$3.4 million, or 35 cents per share, for the fiscal fourth quarter ended Sept. 30. That compares with \$4.1 million,

or 42 cents per share, for the same quarter of fiscal 2013.

Net sales in the most recent quarter totaled \$52.4 million, up from \$51.3 million in the year-earlier quarter.

For the full fiscal year, the company reported net income of \$15.9 million, or \$1.62 per share,

see FINANCIALS pg. 12

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Real Estate Matters

Real estate feels the impact of the changes in healthcare

Healthcare's impact on real estate has changed — and will continue to change — due to the impacts of the Affordable Care Act (ACA), decreased reimbursements and the ever-changing regulations surrounding the industry. By 2017, ACA is expected to expand insurance coverage to an additional 22 million people throughout the U.S.

One new patient creates approximately two square feet of new demand for medical office space. Demand for healthcare is projected to increase, but profitability won't necessarily follow. To ensure the highest profitability ratios while accounting for this increase in demand, hospitals and physicians must address how to strategically factor commercial real estate into their business decisions. In order to successfully do so, several healthcare trends that directly affect real estate should be considered.

The Evolving Design of Medical Space

One new industry paradigm focuses on a coordinated and efficient team approach to delivering healthcare to patients, theoretically decreasing readmissions and providing better outcomes. Experts from building design and construction maintain that healthcare companies will need to trans-

form their current real estate portfolio — as well as strategically plan, finance, construct and manage their future real estate assets — to achieve higher quality patient outcomes. For example, the role of telemedicine outreach coordination and the integration of healthcare delivery among care providers will become the norm to enhance patient outcomes.

But this shift in the manner in which care is delivered requires a shift in the way medical offices are designed. By addressing the inclusion of collaborative medical space and planning for advanced technological infrastructure to communicate best practices for patients, building design can enhance and promote efficiency and efficacy.

Design and development of multi-specialty medical suites to pool resources and deliver integrated healthcare services will occur. Creating wellness centers as part of the medical facility will allow patients to learn how to take charge of their health and develop more healthy lifestyles with a focus on the prevention of chronic illnesses. Medical costs will likely decrease and patient health should improve.

Real Estate with a Focus on Proximity of Services

Many hospitals are transitioning to a "hub and spoke" model where clinics and ambulatory surgical centers act as spokes to deliver expanded services, thus leaving the hub — or hospital — to provide patients with highly specialized services. This trend is occurring throughout Utah and the U.S.

The University of Utah is a good example of the "hub and spoke" model. In 2013, the University of Utah opened a 208,000-square-foot clinic at Daybreak. This clinic serves the fast-growing population in the southwest area of Salt Lake County. Other major health providers are also following this model. In the second quarter of 2014, MountainStar Health developed and broke ground on an 80,000-square-foot medical office building (MOB) with an ambulatory surgical center (Lone Peak Specialty Centre). Another MOB was recently constructed in American Fork and there's a 48,000-square-foot MOB planned in Provo. IHC also recently completed a 130,000-square-foot MOB in downtown Salt Lake as well as an 85,000-square-foot MOB in American Fork.

Following this model, growth in outpatient services will continue to increase, further curbing escalating health costs and delivering quality healthcare.

The Effects of Commercial Real Estate on Profitability

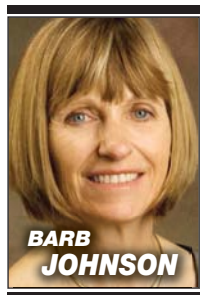
Merger and acquisition activity will continue to take place inside the healthcare

industry, including within hospitals and physician practices. The concept of economies of scale is being applied to healthcare to create more efficiencies and profits. Mega-practices and hospitals continue to be created across the U.S. This gives way to the duplication of services in certain locations, bringing attention to the need to implement strategic real estate decisions such as repositioning the services provided in the medical facility or selling real estate. Hospitals are acquiring physician groups to maintain and increase revenue, thereby making it necessary for them to sell their real estate assets in order to accomplish their goals of profitability. Healthcare real estate investment trusts (REIT) are happy to accommodate; these specialized REITs recognize the value of long-term leases with annual increases and stabilized cash flow. It is a safe, stable investment providing continued returns. REITs will continue to look for opportunities to acquire MOBs both off and on hospital campuses.

Demand for Boutique Space in High-Income Areas

In the midst of the mergers and acquisitions occurring, there is also an emergence of alternative models of healthcare delivery taking place. Concierge medical services — such as MD VIP — are springing up to provide patients with additional con-

see REAL ESTATE page 12



BARB JOHNSON



VIC GALANIS

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Clyde Snow's Employment Law Group represents local and national businesses and management in all areas of employment law. We have extensive experience in vigorously defending management before the EEOC, state anti-discrimination and labor agencies, and in state and federal courts.

Back Row (left to right): Edwin C. Barnes, Christopher B. Snow, Walter A. Romney, Jr.
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Calendar

December 2, 9 a.m.-1 p.m.

QuickBooks Workshop, a Murray Chamber of Commerce event. Location is Corporate Alliance, 7730 S. Union Park Ave., Suite 150, Midvale. Free for chamber members, with books, materials and lunch included; \$179 for nonmembers. RSVP is required and can be completed by email at Lynnet@PASS-accounting.com or by calling (801) 609-7066. Details are at murraychamber.org or by calling (801) 263-2632.

December 2, 5-7 p.m.

Holiday Open House, a Salt Lake Chamber event in partnership with the Women's Business Center and Downtown Alliance. Event features catered food, a photo booth, live music and more. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, although donations will be accepted and used to make hygiene kits (a \$5 donation will make one kit to the Salt Lake Chamber Holiday Project to benefit the The Road Home). Details are at slchamber.com.

Dec. 3, 10 a.m.-noon

Safety Training, presented by the Utah Manufacturers Association. Attendees will be able to attend the two classes during the session: "Slip and Fall Injuries, Both Inside and Outside the Workplace" and "Hand Protection." Companies may send as many employees as they would like. Attendees do not need to be insured with the Workers Compensation Fund, although the session qualifies for WCF Discount Program credit. Location is Executech, 10813 S. River Front Parkway, Suite 410, South Jordan. Free, with lunch served. Registration can be completed by calling Annette Beckstrand at (801) 363-3885 or emailing uma@umaweb.org.

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

Afternoon Jump Start: Intro to Entrepreneurship, a Salt Lake Chamber Women's Business Center (WBC) event. Seminar is taught by Deb Bilbao, business consultant at the WBC. Location is the Women's Business Center, Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

December 4, 7:30-10 a.m.

Fourth Annual Clean Air

Summit, a Salt Lake Chamber event. Theme is "The Business Case for Clean Air." Topics of discussion include the impacts of air quality on the economy, benefits of clean air practices for businesses, efforts to improve air quality, what your company can do to be a part of the solution, and resources available to help your business make a difference. Presenters include Alan Matheson, Office of the Governor; Chris Workman, Intermountain Healthcare; Blaine Rawson, Ray Quinney & Nebeker PC; Ted Wilson, UCAIR; Stephen Smithson, Snell & Wilmer LLP; and Chris Lee, Deseret Digital Media. Location is Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

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

Multi-Chamber Holiday Social, an event of the Murray, West Jordan, Kearns Township, Taylorsville, Southwest Valley and West Valley City chambers of commerce; Jordan Area Women in Business (JAWIB); and the Business Exchange. Location is Johnny Carino's in Jordan Landing, 7191 S. Plaza Drive, West Jordan. Cost is \$10 at the door. RSVPs can be completed by contacting Stephanie Wright at Stephanie@murraychamber.net or (801) 263-2632.

December 4-5

Summit 2014, a conference for corporate officers and directors. Speakers include Steve Weber, retired vice president and executive partner at Gartner; **Natalie Gochnour**, an associate dean in the David Eccles School of Business at the University of Utah and chief economist at the Salt Lake Chamber; Richard Levick; Adam Epstein, founding member of Third Creek Advisors; and Jeff Cunningham, former publisher of *Forbes* magazine. Location is Montage Deer Valley Resort, Park City. Details are at <http://www.summitconf.org/>.

December 5, 8-9:30 a.m.

"Maximizing the New World of Video and Images," a Utah Technology Council (UTC) PR event. Event will focus on video and image mediums and their best-practice usage in public relations. Speakers include Jacob Hoehne, chief creative officer at Issimo Productions;

Ryan Anderson, creative director and partner at Fluid; Wendy Steinle, vice president and group strategy director at MRM/McCann; and Jeremy Albrecht, vice president of sales and marketing at Infogenix. Event also will include a Q&A panel moderated by Mark Fredrickson, vice president of e-commerce and marketing at Naartjie. Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details and registration can be completed at utahtech.org or (801) 568-3500.

December 10, 2-5 p.m.

"Accounting Made Easy: Maximizing Quickbooks," a Salt Lake Chamber Women's Business Center "Business Essentials" event. Cost is \$10. Details are at slchamber.com.

December 11, 8-10 a.m.

Utah Technology Council (UTC) Industry Breakfast. Speaker is Jeff Dyer, co-author of *The Innovator's Method: Bringing the Lean Start-Up into Your Organization*. Location is Thanksgiving Point, Amber Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$60 for UTC members, \$90 for nonmembers.

Details are at www.utahtech.org or by calling (801) 568-3500.

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

Women in Business (WIB) Networking Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 S. Deseret Drive, Kaysville. Cost is \$15 for WIB members, \$20 for nonmembers. Details are at davischamber-ofcommerce.com.

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

Women in Business Holiday Celebration, a Sandy Area Chamber of Commerce event. Activities include networking, entertainment, and an opportunity to provide cash or children's shoes (sizes toddler to age 12) to the South Valley Sanctuary. Location is LaCaille, 9565 S. Wasatch Blvd., Sandy. Cost is \$25. Details are at sandy-chamber.com.

December 17, 8:30-10 a.m.

Morning Jump Start: Intro to Entrepreneurship, a Salt Lake Chamber Women's Business Center (WBC) event. Seminar is taught by Deb Bilbao, business consultant at the WBC. Location is the Women's Business Center, Salt Lake Chamber, 175 E. 400

S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

Dec. 17, 10 a.m.-noon

Safety Training, presented by the Utah Manufacturers Association. Attendees will be able to attend the two classes during the session: "NFPA 70E and Arc Flash Risk Assessment" and "Hearing Conservation." Companies may send as many employees as they would like. Attendees do not need to be insured with the Workers Compensation Fund, although the session qualifies for WCF Discount Program credit. Location is Executech, 10813 S. River Front Parkway, Suite 410, South Jordan. Free, with lunch served. Registration can be completed by calling Annette Beckstrand at (801) 363-3885 or emailing uma@umaweb.org.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker to be announced later. Location is Boondocks Fun Center, 525 S. Deseret Drive, Kaysville. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamber-ofcommerce.com.



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Opinion

Liberals hurt African Americans more than any 'legacy of slavery'

Supreme Court Justice Oliver Wendell Holmes said there were “phrases that serve as an excuse for not thinking.” One of these phrases that substitute for thought today is one that depicts the current problems of blacks in America as “a legacy of slavery.”

New York Times writer Nicholas Kristof asserts that there is “overwhelming evidence that centuries of racial subjugation still shape inequity in the 21st century” and he mentions “the lingering effects of slavery.” But before we become overwhelmed, that evidence should be checked out.

The evidence offered by Kristof in the Nov. 16 issue of *The New York Times* seems considerably short of overwhelming, to put it charitably. He cites a study showing that “counties in America that had a higher proportion of slaves in 1860 are still more unequal today.” Has he never heard statisticians’ repeated warnings that correlation is not causation?

The South long remained a region that blacks fled by the millions — for very good reasons. But, in more recent years, the net migration of blacks has been from the North to the South. No doubt they have good rea-

sons for that as well.

But there is no reason to believe that blacks today are unaware of the history of slavery or of the Jim Crow era in the South. Indeed, there are black “leaders” who seem to talk about nothing else. Yet blacks who are moving back to the South seem more concerned with the present and the future than with the past.



THOMAS SOWELL

Kristof’s other “overwhelming” evidence of the current effects of past slavery is that blacks do not have as much income as whites. But Puerto Ricans do not have as much income as Japanese

Americans. Mexican Americans do not have as much income as Cuban Americans. All sorts of people do not have as much income as all sorts of other people, not only in the United States, but in countries around the world. And most of these people were never enslaved.

If we wanted to be serious about evidence, we might compare where blacks stood a hundred years after the end of slavery with where they stood after 30 years of the liberal welfare state. In other words, we could compare hard evidence on “the legacy of slavery” with hard evidence on

the legacy of liberals.

Despite the grand myth that black economic progress began or accelerated with the passage of the civil rights laws and “war on poverty” programs of the 1960s, the cold fact is that the poverty rate among blacks fell from 87 percent in 1940 to 47 percent by 1960. This was before any of those programs began.

Over the next 20 years, the poverty rate among blacks fell another 18 percentage points, compared to the 40-point drop in the previous 20 years. This was the continuation of a previous economic trend, at a slower rate of progress, not the economic grand deliverance proclaimed by liberals and self-serving black “leaders.”

Ending the Jim Crow laws was a landmark achievement. But, despite the great proliferation of black political and other “leaders” that resulted from the laws and policies of the 1960s, nothing comparable happened economically. And there were serious retrogressions socially.

Nearly a hundred years of the supposed “legacy of slavery” found most black children being raised in two-parent families in 1960. But 30 years after the liberal welfare state found the great majority of black children being raised by a single parent.

The murder rate among blacks in 1960 was one-half of what it became 20 years later, after a legacy of liberals’ law enforcement policies. Public housing projects in the first half of the 20th century were clean, safe places, where people slept outside on hot summer nights, when they were too poor to afford air conditioning. That was before admissions standards for public housing projects were lowered or abandoned, in the euphoria of liberal non-judgmental notions. And it was before the toxic message of victimhood was spread by liberals. We all know what hell holes public housing has become in our times. The same toxic message produced similar social results among lower-income people in England, despite an absence of a “legacy of slavery” there.

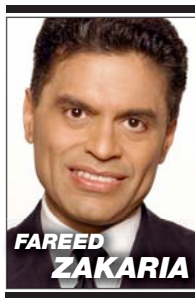
If we are to go by evidence of social retrogression, liberals have wreaked more havoc on blacks than the supposed “legacy of slavery” they talk about. Liberals should heed the title of Jason Riley’s insightful new book *Please Stop Helping Us*.

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

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America's inherent advantages keeping us out of new recession

Two-thirds of Americans believe the country is on the wrong track, a poll number that has not shifted much in three years. The midterm election results were just another reflection of this pervasive discontent. And yet, if one looks at the rest of the world, what’s striking is how *well* the United States is doing relative to other major economies. Japan is back in a recession and Germany has barely avoided slipping into one, which would have been its third since 2008. Pres. Obama says the United States has produced more jobs in its recovery than the rest of the industrialized world put together.



FAREED ZAKARIA

Why is this? Many believe that the American economy has some inherent advantages over its major competitors — a more flexible structure, stronger entrepreneurial traditions and a more demographically vibrant society. Along comes a fascinating new book that says, “You ain’t seen nothing yet.”

Peter Zeihan’s *The Accidental Superpower* begins with geography, pointing out that America is the world’s largest consumer market for a reason — its rivers. Transporting goods by water is 12 times cheaper than by land (which is why civilizations have always flourished around rivers). And America, Zeihan calculates, has more navigable waterways — 17,600 miles’ worth — than the rest of the world combined. By comparison, he notes, China and Germany have about 2,000 miles each. And all of the Arab world has 120 miles.

But that’s just the beginning. “The

world’s greatest river network ... directly overlies the world’s largest piece of arable land, the American Midwest.” Add to this deep water ports, which you need in order to get goods to and from the rest of the world. Many countries with long coastlines have very few natural harbors. Africa, for example, with a long and dramatic coastline has, according to Zeihan, “only 10 locations with bays of sufficient protective capacity to justify port construction.” The contrast in America is, again, striking. Puget Sound, San Francisco Bay and the Chesapeake Bay are the world’s three largest natural harbors. “[The] Chesapeake Bay alone boasts longer stretches of prime port property than the entire continental coast of Asia from Vladivostok to Lahore,” Zeihan writes.

All of these factors have created the world’s largest consumer market, which in turn creates surplus private savings and a dynamic, unified economy that is remarkably self-sufficient. Imports made up just 17 percent of the American economy in 2012, according to the World Bank, compared with Germany’s 46 percent and China’s 25 percent — and the U.S. number will fall as America imports less and less foreign oil.

Many people have argued that America’s energy revolution will give it great economic advantages. Zeihan agrees, but emphasizes the degree to which this strength will insulate America from the rest of the world. For most of modern history, the vital sources of energy (in the Middle East) lay far away from the centers of economic production (in Western Europe and

North America). But now, thanks to shale and tight oil, North America has much of the energy it needs at home. It has less need to police sea lanes in the Persian Gulf, a task that now mostly ensures the safe passage of oil from Saudi Arabia to China.

For Zeihan, oil was one big reason America needed to be involved with the world. As the world gets messier, he argues, there are fewer compelling reasons for America to pay blood and treasure to stabilize it. In a sense, Zeihan sees some of the same international disorder that Bret Stephens does in his spirited new book *America in Retreat*. But Zeihan would argue

that its cause is not Obama’s weakness but America’s logical return to its traditional, pre-1945 strategy, to prosper far from the ills of the world.

I am not as sure as either Stephens or Zeihan that the rest of the world is going to hell. And I’m not as sure as Zeihan that America’s advantages are chiefly structural. If one looks at the last five years, again in comparative terms, American public policy actually comes out looking impressive. To combat the global economic crisis of 2008, Washington acted speedily and creatively in

see ZAKARIA pg. 12



Staffing Matters

How to put your job search on a fast track to satisfaction

Where do many people often head when frustrated by their boss or their work? If it's not the water cooler or the parking lot, it's likely a trip online to check out a few job boards. They offer an anonymous and fairly easy way to see what's available in the job market. Actively searching for a job is a bit more of a challenge. There are lots of different elements that influence the decision to launch a job search and even more that goes into finding the perfect job. The more you know, the more effectively you can go about the job search process.

The Tide Is Turning in Favor of Job Candidates

After several years of hanging tough through layoffs, furloughs, salary cuts and pay freezes, the workforce has been continually squeezed in a push for greater productivity. With the unemployment rate steadily moving downward — for the first time reaching 2008

pre-recession levels — people are growing increasingly more confident of their ability to find a new job. The reasons for making a move reflect a growing desire for more than better compensation and job security, however.

What Job Candidates Want

Based on the latest Spherion Emerging Workforce Study, salary continues to top the wish list when an employee contemplates

a new position. Other reasons for changing jobs reflect a growing desire for more than better compensation and job security.

Location. Location. Location. When we asked people what factors outside of salary influence their decision to join a company, we found far and away the most important was their commute or location. Perhaps due to the ability to easily and instantly connect with business colleagues anywhere in the world, workers are

more reluctant to pull up stakes and relocate in pursuit of a paycheck than in the past. Nearly universal accessibility to clients and coworkers, regardless of physical location, opens up more options to work remotely.

Work/Life Balance. Another contributing factor for more than 50 percent of workers is work/life balance. The relentless pursuit of greater productivity, combined with the ease of staying “connected” to the job even when you are away from the office, has increased the sheer number of hours devoted to work. This leaves less time and focus available for family and leisure pursuits. Greater scheduling flexibility can improve balance.

Company Reputation. Ranking second among employees is a more intangible aspect, and that is the reputation of the company. Nearly half of workers say that when they consider new employment, a company's online reputation is as important to them as any offer they receive. These sentiments are particularly strong

among Gen Y workers.

In the age of the digital job search, online reviews give job seekers a peek behind the curtains, where they hope to see the unvarnished truth from people inside the company about benefits, business practices and working conditions.

How Job Candidates Find What They Want

As you might expect, digital resources have firmly established their place in job search, with a third of workers using a social network or other online venue to find their last job. Traditional methods continue to prove highly effective in identifying great opportunities. In fact, referrals continue to rank at the top of the list, with four in 10 workers relying on them to land their last job. Even though some younger job seekers might scratch their heads at the notion of a traditional newspaper, 14 percent of workers answered classified ads to land their last job. Another nine percent work through an agency, recognizing the upside of looking

to a recruiting expert for career advice.

Job Search Doesn't Have to Be a Solitary Job

A job search can be one of the most stressful — and time-consuming — initiatives you ever undertake. To learn more about the work environment, management practices, benefits and recognition programs, career development and corporate mission of potential employers, a staffing agency is a good place to start. It offers an immediate window to direct hire opportunities and the possibility of testing the waters through either a temporary position or a temp-to-direct hire option. Whether you are actively polishing your resume, getting ready to jump back into the market, or simply thinking about the possibility, connecting with a recruiting expert can make an easier job of job search.

Ron Zarbock is the owner of the Spherion Staffing franchise in Salt Lake City.



RON ZARBOCK

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BIKE SHOPS

from page 1

future plans, Goddard is considering opening another shop in Davis County. Although Guthrie Bicycle specializes in mountain bikes, the shop sells all types of bicycles.

Go-Ride Bike Shop, the 12-year-old shop located at 3232 S. 400 E., Suite 300, also specializes in mountain bikes. Owner Scott Crabill said that mountain bikes are indeed becoming more popular and that business is in an “upswing.”

Crabill keeps a steady number of employees there — between eight and 10 — depending on the season. Yet, he would like to consider expanding in the near future the number of employees, space and product offerings.

Crabill gave a friendly reminder for bicycle riders to have an appreciation for the great service one can receive there, because a large number of people choose to buy bicycles online for less, but then want bicycle shops, like Go-Ride Bike Shop, to fix them when problems arise. “People need to consider the kind of service that goes into it,” he said.

Highlander Bike, the 36-year-

old bicycle shop with four employees located at 3333 S. Highland Dr., has also seen business rise. Owner Doug Moffat attributed this to “better weather this year, — not as wet in the spring.”

The shop’s number of employees has stayed the same in comparison to last year. No expansion is planned for the near future, said Moffat. The shop sells all types of bikes and commuter accessories.

Cyclesmith, founded in 1995 and located at 250 S. 1300 E., has increased its sales, according to manager Chris Pereira. He believes it is due to people who are trying to save money and not drive as much as an environmentally conscious decision.

The shop has four employees, which hasn’t changed from last year. The 19-year-old shop plans to acquire two additional shops in the future.

Contender Bicycles, with 20 employees and located at 989 E. 900 S., was founded in 1988 but has been under the current ownership since 1999. Business has gone up, according to owner Ryan Littlefield. He attributed this to a “significant investment in our new location, our staff and our inventory.”

The shop used to be located

today’s busy family. It becomes possible to walk from the doctor’s office to the grocery store or pharmacy to pick up a prescription. This transition from a physician-centric model to a patient-centric model will continue to drive healthcare providers to select sites surrounded by homes and amenities with easy access to freeways.

As healthcare services evolve, real estate will play an ever-important role in the industry. Market knowledge and an understanding of healthcare trends can better position healthcare providers, developers and investors to plan and provide efficient and functional facilities that enhance healthcare for all. Real estate will continue to be interwoven in the delivery of healthcare services.

Barb Johnson and Vic Galanis are first vice presidents with CBRE. As a team, they specialize in representing corporations, including healthcare firms, in selling and leasing properties.

mayors and governors are reaching across party lines, partnering with the private sector, and making reforms and investments for future growth. When Tocqueville wrote about America in the 1830s, he was struck by the bottom-up vitality of its towns and villages. This genius of America is still alive, whatever most Americans think.

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

(c) 2014, Washington Post Writers Group

just about a block east of its current location. The number of employees has gone up a few since last year, said Littlefield.

As for more expansion, he said, “always considering our options” but added, “the market is fairly saturated with shops.”

Philip Blomquist, owner of Bicycle Center, located at 2200 S. 700 E., mentioned that some cyclists had lost interest in cycling because of the Lance Armstrong Dopamine scandal. Yet, Mike Hanseen, owner of Millcreek Bicycles, located at 3969 S. Wasatch Blvd., referenced an article in *The Wall Street Journal* that claims bicycles are the new golf, and that pharmaceutical representatives used to go golfing but now go on bike rides instead. Hanseen said that bicycling used to be only for “hard-core” riders, but now everyone does it, and it is “good for the joints.”

ECCLES

from page 3

Foundation.

The Utah Olympic Legacy Foundation, which is charged with stewardship of the Utah Olympic Park, has also committed \$1 million to the campaign. Fundraising partners are actively seeking the final \$1 million installment to reach the total goal of \$3 million through national and in-state efforts among family foundations, private donors and corporate organizations.

“We are so excited to partner with the Utah Olympic Legacy Foundation and Spencer F. Eccles on this project,” said Trisha Worthington, executive vice president and chief development officer of the U.S. Ski and Snowboard Team Foundation. “It is inspiring to know that our efforts today will impact international, national and local athletes for decades to come.”

The existing ramps at Utah Olympic Park, built in 1993, have been one of the most heavily used training facilities of any of Utah’s Olympic Legacy venues. Serving athletes for 22 seasons, the training facility has resulted in more than a dozen Olympic and World Championship medals while providing development support for thousands of young athletes.

More than 500 athletes have trained regularly at the facility in freestyle, freeskiing and snowboarding, including athletes from the U.S. Ski Team, U.S. Snowboarding, U.S. Freeskiing, FLY Freestyle, Axis Freeride, Park City Freestyle, Wasatch Freestyle and numerous international teams.

“It would be very hard for me to be where I am today without the facilities at the Utah Olympic Park,” said Joss Christensen, Olympic gold medalist in slopestyle skiing. “If we could have different ramps for the different sports, there’s no limit to what athletes can try here.”

FINANCIALS

from page 7

which compares with \$17 million, or \$1.73 per share, for the prior fiscal year.

Net sales for the most recent fiscal year totaled \$214.5 million, up from \$208.4 million in fiscal 2013.

Nutraceutical manufactures, markets, distributes and retails nutritional supplements and other natural products.

“Our fiscal 2014 net sales growth of 2.9 percent was comparable to our fiscal 2013 net sales growth of 4.0 percent,” Bill Gay, chairman and chief executive officer, said in announcing the results. “Fiscal 2014 growth came primarily from acquisitions completed during the last two fiscal years. Our fundamental business strategy of acquiring and consolidating brands and products is critical to our long-term objective of profitable and sustainable growth.”

Gay said the decrease in fiscal 2014 net income was primarily a result of increased amortization and depreciation expense relating to acquisitions and capital investments made to enhance future growth and reduce costs, including investment in new laboratory facilities and equipment.

“These and similar investments we have made and continue to make in technology, acquisitions and expanding manufacturing capacity are important for future growth capacity and reduced operational costs,” he said.

FX Energy

FX Energy Inc., based in Salt Lake City, reported a net loss of \$16.8 million, or 31 cents per share, for the quarter ended Sept. 30. That compares with net income of \$6.5 million, or 12 cents per share, for the same quarter a year earlier.

The company said the most recent quarter included a noncash, intra-company, foreign currency exchange loss of \$13.4 million. Without that, the company would have had a net loss of \$3.4 million, or 6 cents per share. The 2013 third quarter included a foreign current exchange gain of \$11.5 million. Without that, the company would have had a net loss of \$5 million, or 10 cents per share, for the 2013 third quarter.

Revenues in the most recent quarter were a company-record \$10.2 million, up from \$8.2 million in the year-earlier quarter.

FX Energy is an independent oil and gas exploration and production company with production in the United States and Poland.

“We continue to enjoy the benefits of a strong natural gas

market in Europe, where our realized prices are consistently much higher than in the United States,” Clay Newton, vice president of finance, said in announcing the results. “This comparative price advantage and its attendant strategic benefits are a primary reason that we remain focused on Poland. We continue to devote the bulk of our capital and technical expertise to expanding our operations in that country.”

Great Basin Scientific

Great Basin Scientific Inc., based in Salt Lake City, reported a net loss of \$17.3 million, or \$117.59 per share, for the third quarter ended Sept. 30. That compares with \$2.4 million, or \$21.02 per share, for the same quarter in 2013.

Revenue in the most recent quarter totaled \$409,390, up from \$223,470 in the year-earlier quarter.

The company commercializes chip-based technologies, including improving molecular diagnostic testing.

“Hospital laboratories are increasingly choosing the Great Basin system for molecular diagnostic testing, and we believe our strong growth in the first three quarters of the year is due to Great Basin’s unique business model,” Ryan Ashton, president and chief executive officer, said in announcing the results.

Ashton noted that the company recently completed its initial public offering and expanded its management team.

“We are excited about Great Basin’s continuous growth and will continue to strive to bring value to both our customers and shareholders,” he said.

Vivent Solar

Vivent Solar, based in Lehi, reported a net loss available to common stockholders of \$35.3 million, or 45 cents per share, for the quarter ended Sept. 30. That compares with net income of \$22.9 million, or 30 cents per share, for the same quarter in 2013.

Revenue in the most recent quarter totaled \$8.3 million, up from \$2.3 million in the year-earlier quarter.

Vivent Solar is a provider of distributed solar energy — electricity generated by a solar energy system installed at a customer’s location — to residential customers in the United States.

“I am pleased with our performance in the third quarter. Vivent Solar continues to build momentum,” said Greg Butterfield, chief executive officer. “This year, the business is on track to more than double the megawatts we installed in all the previous years combined.”

REAL ESTATE

from page 8

trol over their own health. This boutique model allows physicians more autonomy and an opportunity to better control the services they believe their patients require.

Real estate required for boutiques is typically located in higher income areas and consists of small suites with high-level finishes. This is a smaller microcosm of healthcare and is limited to internal medicine and general practitioners. However, it is a trend that will continue due to the rise in demand for healthcare, which allows small physician groups to maintain their practices.

Patient-Centric Locations

Physician offices and urgent care clinics are also locating in non-traditional settings such as retail centers. Convenience, coupled with the ability to combine family-oriented tasks, makes retail centers an obvious solution for

ZAKARIA

from page 10

three ways — through aggressive monetary policy, aggressive fiscal policy, and aggressive reform and recapitalization of the banking sector. Every other rich country did less and has seen a more troubled return to normalcy.

Since the response to the financial crisis, Washington has been paralyzed and polarized. But this is not the entirety of American politics. Beyond the Beltway,

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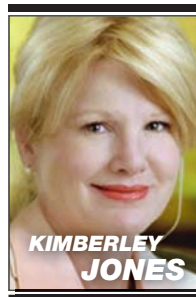


Is a custom app the right answer for marketing your business?

The adoption rates of mobile apps are becoming increasingly critical in the business realm due to ease-of-use, quick access to specialized content and engaging functionality. It makes business leaders wonder if a custom app is the right fit for their company or if an optimized website can accomplish the same thing. A great question and one that needs to be answered based on your business needs.

Is a Mobile App Right for Your Business?

So, you want a mobile app for your company? Many clients have approached me with the same desire. Start by asking high-level questions to determine if a mobile app is the best fit for your needs as there are a few options. You can go the route of a customized mobile app created for specific devices, a web application that works on all devices through a mobile web browser, or a hybrid where the web app is placed inside an app wrapper.



KIMBERLEY JONES

What is the purpose of the app?

Having a clear understanding of the goal of your app and who your audience is will help to define the purpose of the app for your end user. In general, an app should give quick and direct access to specific needs or wants while captivating the users and solidifying your brand.

What devices do you want to support?

You may only require an app for the iPhone as they are working with an internal sales audience. Knowing which devices you would like to have an app built for will help to determine which option will work best. The most popular platforms are iPhone and Android.

How often will you need to update the functionality of the app?

Do you foresee a need to modify the way the app functions or change a graphical element? You'll need to know if these type of changes can wait to be

programmed and deployed within a new version of the app or do they need to appear immediately for your customer base?

Do you have a timeline or budget constraints?

Do you have a set target date that the app needs to be ready for market? The timeline to build a mobile app can be longer and cost more if multiple platforms and devices are part of your requirement. If submitting apps to the Apple Store, it will also require additional time for a code review, adding a week or more to your timeline.

How will you plan to market or distribute the app?

Does your marketing plan include having your app be hosted in the Apple Store or Google Play stores? Or can a web link with directions to save as a bookmark be part of your marketing communication?

In-building wireless systems - enabling better communication

Without realizing it, your office building, factory, warehouse, hotel or hospital may have a wireless problem. Here's how you know for sure — you try to make a cellphone call from inside the building but you cannot get a strong signal, so you end up walking over to a window, a door or even stepping outside.

People may tell you that they tried to call you but you know that your cellphone never rang.

In an era where everyone has a smartphone or tablet — often more than one for personal and business use — not being able to make or take a call from inside a building is fast becoming unacceptable.

Studies by AT&T Mobility show that nearly 80 percent of all wireless calls either originate from or terminate inside buildings. Think about it. With millions of wireless devices in operation across Utah and the mountain states, if buildings are not equipped for wireless service, or, in some cases, actually inhibit wireless signals within their walls, then enterprises are hampered from performing at peak productivity. Furthermore, with projections that personal and business mobile data use will increase dramatically over the next five years, the lack of appropriate in-building wireless capability actually can put an enterprise at a competitive disadvantage.

In-Building Wireless Systems as a Solution

Building owners and property managers have options for outfitting their buildings for indoor wireless services, namely, systems that are designed to bring outdoor cellular signals indoors:

1. A distributed antenna system, or DAS, typically is used in large, multi-story buildings with more than 100,000 square feet of floor space. A DAS consists of a head-end that receives the radio frequency (RF) signal from the wireless carriers, either over the air using an outdoor antenna pointed to the nearest cell site, or by having the carriers install their base station equipment with the head-end equipment. The head-end equipment converts RF signals to optical signals and transmits these signals over fiber optic cable to remote units located on upper floors. Remote units convert optical signals back to RF and transmit those signals over coaxial cable to indoor antennas strategically located throughout the building to extend wireless coverage

to everyone in the facility.

2. A bi-directional amplifier, or BDA, also called a signal booster, works in smaller facilities with floor space of less than 100,000 square feet. Signal boosters bring RF signals from a nearby cell site into the building using an outdoor antenna, called a donor antenna,

that is mounted on the roof or the side of the building. A coaxial cable connects to the BDA that amplifies the RF signal to one or more indoor antennas placed at key points inside the facility. Signal boosters can

handle several carriers at a time. But before turning it on, every signal booster must be registered with each carrier whose signal is being amplified. Where public safety communication is required for coverage in stairwells and garages, a BDA is a reliable and economic solution.

3. Carrier small cells are an alternative to DAS in certain applications where installing a lot of cable is difficult or expensive because of the building construction. Small cells operate just like large outdoor cell sites but cover much smaller areas inside buildings, typically 10,000-20,000 square feet. Each small cell can serve up to 64 simultaneous users for voice and cellular data calls. The drawback is that each small cell is dedicated to one carrier. Where multiple carrier coverage is required, multiple small cells must be installed. At that point, a DAS may be more economical since DAS is a shared system.

4. For data-only, non-cellular wireless connections, Wi-Fi access points (APs) provide high-speed wireless data links inside buildings. Today, most smartphones, laptops and tablets can access a Wi-Fi hotspot that may be part of a public or private indoor wireless network. Even with Wi-Fi, indoor cellular calls can only be handled via a DAS or BDA.

Deploying an In-Building Wireless System

Now that we understand the problem and are aware of available solutions, how does an in-building wireless system get installed, and who pays? Here are three ways:

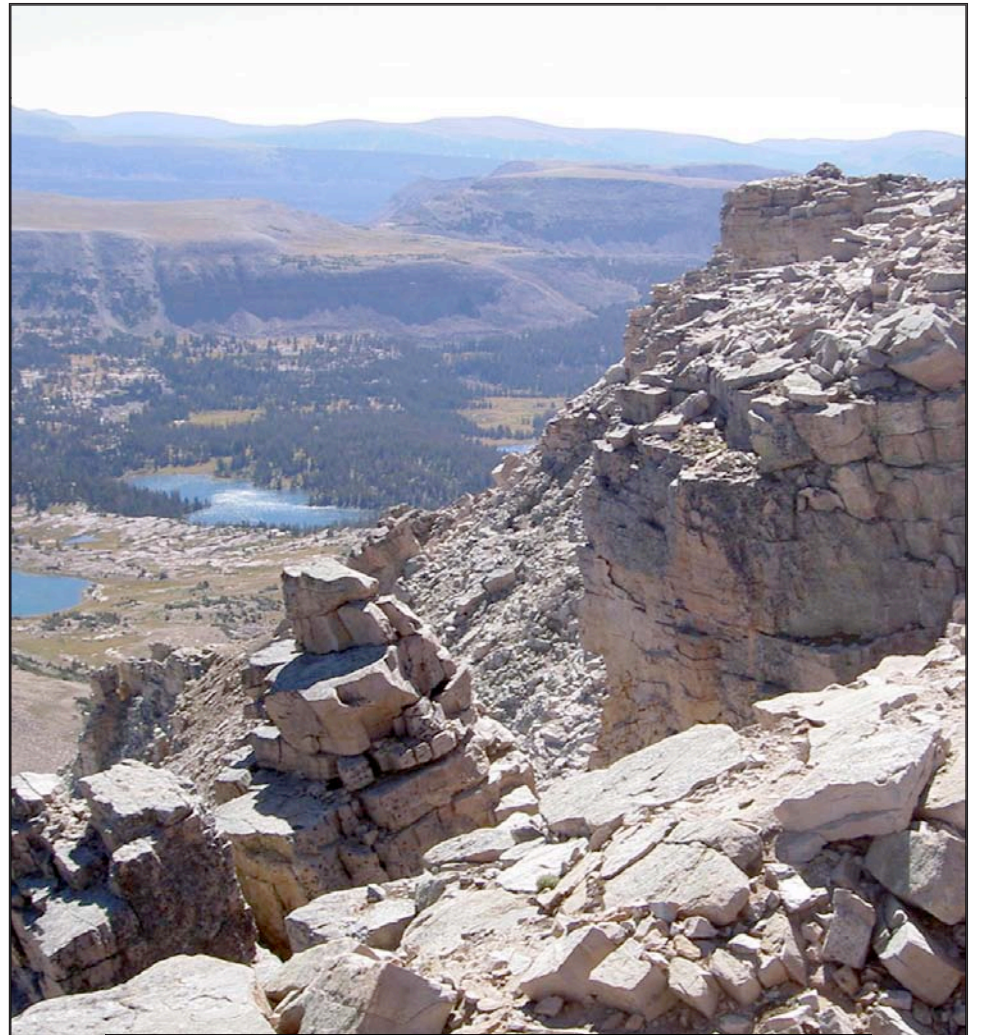
1. A carrier-led DAS is one that a major wireless carrier such as AT&T or Verizon will install and transmit their own signals over the system. That carrier



JARED VANCE



JOHN CELENTANO



Deposits of oil sands in the Uinta Basin of Utah may be closer to being economically tapped thanks to new technology being tested near Vernal.

Breakthrough technology in Utah hopes to make oil sands development clean

Although Canada has pioneered oil sands development, a new technology could open up oil sands processing in the United States, including the huge reserves in Utah, according to a report from Bloomberg.

Toronto-based MCW Energy Group will begin producing cleaner, cheaper oil from oil sands next year at a newly built processing plant in north-eastern Utah — home to an estimated 32 billion barrels of heavy crude, which represents more than half of America's known oil sands reserves.

MCW Energy cut the ribbon last month on a new oil sands extraction pilot plant near Vernal, home to the Asphalt Ridge deposit, which is alone thought to hold 1 billion barrels of oil.

For Utah, the prospects are boundless. A number of large players — including Houston-based Marathon Oil, EP Energy Corp. and Newfield Exploration Co. — have already been attracted to the state's Uinta Basin, but the focus could now shift to oil sands.

MCW's technology could prove to be a much cleaner process than with the oil sands in Canada. It does not use any water and MCW says oil sands can be processed cleanly "without creating the toxic wastelands that have resulted from oil sands projects in western Canada."

It uses a proprietary technology that allows for the separation of oil from crushed rock and sand. Once separation is completed, the sand can be safely returned to its original site.

Even better, MCW says it can produce a barrel of oil at a cost of just \$38, which is about half of the roughly \$75 per barrel cost in Alberta.

MCW's new pilot plant can handle only around 250 barrels a day, but that is just the beginning. With the commercial viability of its proprietary extraction technology demonstrated, it hopes to expand its pilot facility and also build subsequent sites elsewhere.

MCW is the pioneer in Utah but others are catching on. Calgary-based US Oil Sands is planning to open a similar plant in Utah next year to produce about 2,000 barrels per day.

With production costs coming in around \$30 a barrel using the new technology, not even slumping oil prices can derail the Utah project, which has the ability to hit profits even if oil prices drop to \$65 a barrel.

Officials of both local government and the oil companies are looking at the possibility of a new oil boom in Utah — once again spawned by fast-moving new technology.



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Top Technology Companies in Utah

Ranked by Number of Utah Employees

Company Name	Address	Phone Web	Approx. # of Utah Employees	Year Founded	Type of Industry
ATK (Alliant Techsystems)	5000 S. 8400 W. Magna, UT 84044	801-251-5911 atk.com	5,600	1990	Aerospace
ARUP Laboratories	500 Chipeta Way Salt Lake City, UT 84108	801-583-2787 aruplab.com	2,300	1984	Biotechnology
L-3 Communications	640 N 2200 W. Salt Lake City, UT 84116	801-594-2000 l-3com.com	2,000	1997	Communications
Clearlink Technologies Payroll LLC	5202 W. Douglas Corrigan Way, Ste. 300 Salt Lake City, UT 84116	801-424-0018 clearlink.com	1,000-1,999	2001	Services
eBay	583 W. Ebay Way Draper, UT 84020	801-619-2400 ebay.com	1,000-1,999	1995	Ecommerce
IM Flash Technologies LLC	4000 N. Flash Drive Lehi, UT 84043	801-767-4000 imflash.com	1,000-1,999	2006	Hardware
Qwest Corp.	154 E. 21st St. Ogden, UT 84401	877-798-1939 qwest.com	1,000-1,999	1996	Telecommunication
Xerox Commercial Solutions LLC	675 E. 500 S., #200 Salt Lake City, UT 84102	801-535-8500 xerox.com	1,000-1,999	1906	Information Technology
Merit Medical Systems	1375 W. 8040 S. West Jordan, UT 84088	801-253-1600 merit.com	1,654	1987	Biotechnology
IM Flash	1550 E. 3400 N. Lehi, UT 84043	801-767-4000 imflash.com	1,650	2006	Hardware/Software
Novell	1800 S. Novell Place Provo, UT 84606	801-861-7000 novell.com	1,000	1979	Software
Adobe	3900 Adobe Way Lehi, UT 84043	385-345-0000 adobe.com	500-999	1982	Software
Ancestry.com	360 W. 4800 N. Provo, UT 84604	801-705-7000 ancestry.com	500-999	1983	Ecommerce
Backcountry.com Inc.	2607 S. 3200 W., Ste. A West Valley City, UT 84119	801-973-4553 backcountry.com	500-999	1996	Ecommerce
Bluehost.com	560 N. Timpanogos Pkwy. Orem, UT 84097	888-401-4678 bluehost.com	500-999	2003	Web Hosting
EMC Corp.	11747 S. Lone Peak Pkwy. Ste. 200 Draper, UT 84020	801-523-6152 emc.com	500-999	1979	Software & Services
Overstock.com	6350 S. 3000 E. Salt Lake City, UT 84121	801-947-3100 overstock.com	800	1999	Ecommerce
1-800 Contacts	51 W. Center St. Orem, UT 84057	1-800-266-8228 1800contacts.com	600	1995	Ecommerce
BD Medical	9450 S. State St. Sandy, UT 84070	801-565-2300 bd.com	600	1906	Biotechnology
Fairchild Semiconductor	3333 W. 9000 S. West Jordan, UT 84088	801-562-7000 fairchildsemi.com	500	1957	Hardware
Myriad Genetics	320 Wakara Way Salt Lake City, UT	801-584-3600 myriad.com	500	1991	Biotechnology
Varian Medical	1678 Pioneer Rd. Salt Lake City, UT 84104	801-973-5053 varian.com	500	1940	Biotechnology
ICU Medical	4455 Atherton Dr. Salt Lake City, UT 84123	801-262-2688 icumed.com	350	1984	Biotechnology
ModusLink	1255 N. Research Way Orem, UT 84097	801-431-1000 ocs.com	350	1989	Software

IN BUILDING

from page 14

then invites other carriers to add their signals while paying recurring access fees to the first carrier.

2. A neutral-host DAS is installed by a third party such as a tower company who will own and operate the system but lease capacity on a shared basis to several carriers.

3. Building owners or property managers purchase their own system from a specialized contractor who designs, installs, and maintains the equipment. The contractor turns over a fully-tested system that the property owner can lease capacity on to one or more cellular carriers. Contracting with an in-building wireless systems specialist can remove a lot of the building owner's risk and headache associated with such a complex process.

How to get started?

First, the carrier, neutral-host or the contractor must have an understanding of the building itself — architectural drawings that show location, number of floors, area square footage and construction materials along with the number of people that occupy the building and occupancy times.

Second, a site survey determines the cellular signal strength at different points throughout the building to determine the optimal location of indoor antennas and which carrier signal must be brought into the building. That data are inputted into sophisticated design tools which generate a "heat map" showing where to place the antennas for optimal RF signal coverage.

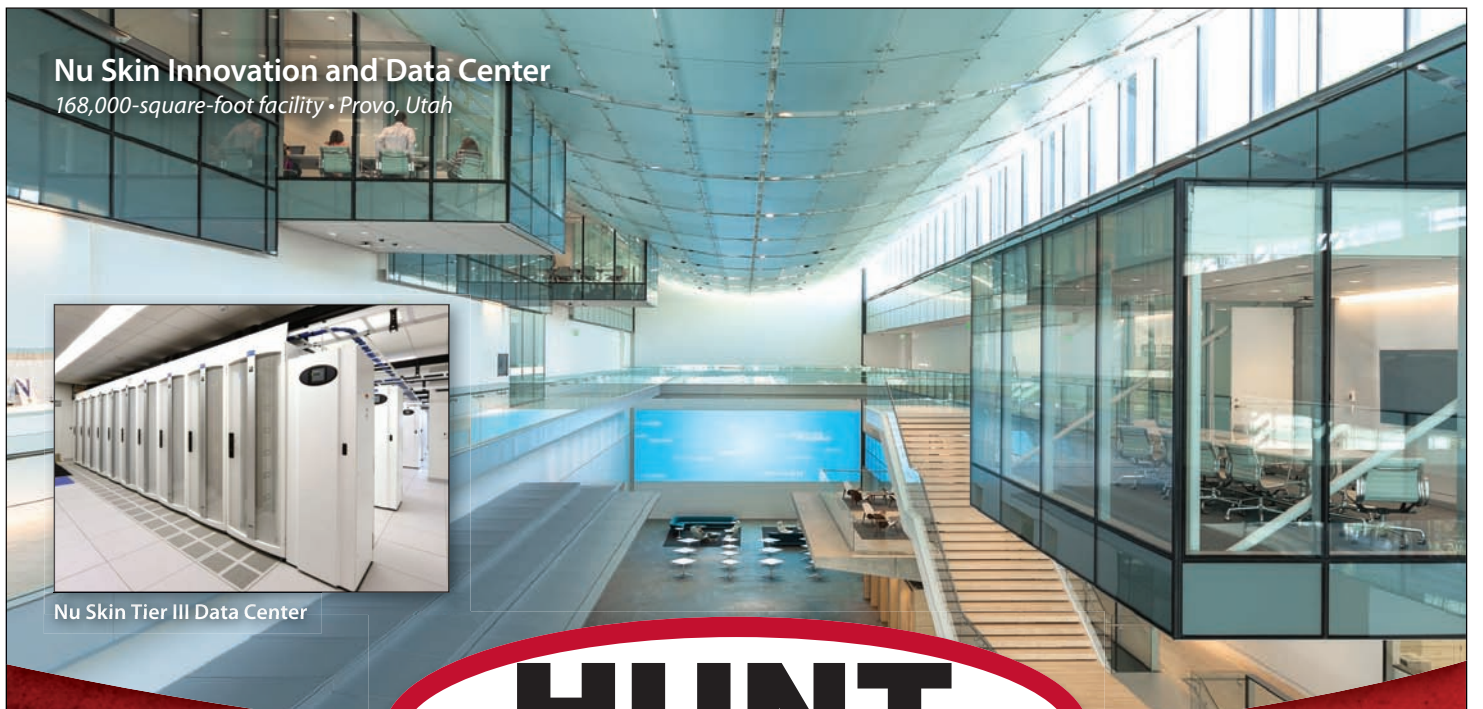
This design output serves two purposes: First, design documentation must be presented to the carriers to show where their signals will be distributed inside the building. This process is called "carrier coordination" and is required because the carriers own the wireless spectrum. Anyone deploying an in-building wireless system needs the carriers' approval. Second, the design determines the bill of materials (BOM), including all active and passive components for a full DAS deployment. Once installed, the system is tested by the contractor and the carrier(s), then turned over to the owner.

In the end, operating without adequate in-building wireless coverage is not an option for any enterprise in today's mobile business environment. Choosing the right system with an experienced contractor ensures a high-value, cost-effective solution while lowering the risks.

Jared Vance is the distributed antenna systems manager at Hunt Electric in Salt Lake City. John Celentano is the strategic marketing manager for TESSCO Technologies, a wireless equipment distributor in Hunt Valley, Maryland.



Distributed antenna systems begin with a head-end antenna that receives the radio frequency (RF) signal from the wireless carriers and distributes them through buildings that would otherwise have poor cellular reception.



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Tech industry leads Utah back to the top in Forbes 'Best States' ranking



There are nearly 1,000 life sciences companies in Utah, and all major sub-sectors of the industry are experiencing faster employment growth than the U.S. average.

The national unemployment rate recently dipped to 5.8 percent, a level last seen in July 2008, but the economic recovery has hardly been robust. Voters went to the polls last month and expressed their dissatisfaction. The economy is the most important factor for voters and seven out of 10 said it is still in bad shape.

Yet, pockets of the U.S. — with Utah's tech boom leading the way — are prospering with strong business climates. Utah is on top and leads eight western states — out of the top 10 — in *Forbes'* annual study of the Best States for Business. Utah returns to the top spot, having been ranked first between 2010 and 2012 before dropping to third last year.

Total U.S. employment declined between 2008 and 2013, but Utah added jobs at a 0.6 percent annual clip, good for fourth-best in the country. The gains are expected to continue with both Moody's Analytics and EMSI forecasting

top 10 growth rates for jobs over the next five years using "top down" (Moody's) and "bottom up" (EMSI) methods. Utah also has the highest household incomes among the 10 states with the best job growth forecasts over the next five years.

Although Utah has become a technology hub in recent years, its tech roots run deep. In 1985, it was home to two of the three largest software companies in Novell and WordPerfect. Microsoft rounded out the top three. Novell and WordPerfect have long been swallowed up, but Utah continues to be a hot locale for technology firms.

Ebay has been in Utah since 2000, and it began an expansion last year to add 1,600 jobs and almost double its workforce in the state. "The talent pool in Utah is incredible," Scott Murray, vice president of global customer experience, told the Associated Press last year, citing the availability of software engineers and Mormon missionaries with foreign language skills.

Oracle announced an expansion to its Utah operations this year, which will add more than 300 jobs. Other tech firms with a heavy presence in the Beehive State include Microsoft, Twitter and Adobe. Only five states received more venture capital funding than Utah in the first three quarters of 2014, according to the National Capital Venture Association (Washington just barely eked ahead of Utah). Most of the money is going to tech startups in either the Provo or Salt Lake City areas.

In addition to software and IT, life sciences is a targeted industry for Utah's economic developers. Medical device firm Varian Medical Systems kicked off an expansion in August to add 1,000 new jobs, which will more than double its presence in Salt Lake. There are nearly 1,000 life sciences companies in Utah, and all major sub-sectors of the industry are experiencing faster employment growth than the U.S. average.

Financial services is another targeted area for Utah developers, and they can point to Goldman Sachs. The firm has 1,700 employees in Salt Lake, which serves as its second-biggest office in the Americas. The company expects significant growth in Utah over the next two to four years.

Utah has a very pro-business climate, and companies benefit from energy costs that are 26 percent below the national average—third-lowest in the nation. Utah's economy expanded 2.4 percent a year over the past five years—fifth best in the U.S. It is the only state to rank in the top 10 in five of the six main categories used to determine the Best States.

Forbes' Best States ranking looks at 36 data points across six main areas: business costs, labor supply, regulatory environment, economic climate, growth prospects and quality of life. Business costs, which include labor, energy and taxes, are weighted the most heavily.



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CUSTOM APP

from page 13

A Mobile App

A mobile app will give your customers a unique and specific experience on their mobile devices. Mobile apps are created to work a specific way depending on what platform (Apple or Google) it is being created for. Knowing which platform and device you'd like an app created for can cut down on time and cost as each platform will require its own unique code base, quality assurance and usability testing. When deploying code to the Apple Store, the app must pass a code review that can take anywhere from one to two additional weeks before you are ready for distribution.

Over time, changes and enhancements will need to be made due to changes in functionality, graphical layouts or even operating system updates. These changes will need to be made to the multiple code bases, requiring another code review before having the version available in the Apple Store.

Once you have a completed mobile app, you can rest assured that your customers will have a high performing and fast experience as they use native functionality. Mobile apps do not always require full-time Internet connection as they can cache data for future use. Both iOS and Android have a set of standards to adhere to when developing an app which will ensure the best end-user experience for your customer. In-app purchases can be made through iTunes and Google Play, making transactions easy. However, there may be a fee associated for the e-commerce functionality.

Mobile apps can be created for members of an internal sales team to allow them a quick and easy way to access sales collateral from their iPhones. The app is placed on the Apple Store where anyone is able to download and view public documents, videos, PowerPoints and other sales material. The sales team is able to authenticate to access additional sales enablement collateral marked as private through a content management system.

A Web App

Another route that can be taken is creating a web app that runs on a mobile browser. A web app will function and look close to a mobile app with some variants due to different browsers, but we have found the differences to be very minimal.

One benefit to a web app is that there is only one code basis that is used across all platforms, saving time and money when developing. If the web app requires any functionality or layout changes it can be modified quickly and pushed live at any time since all the code, including the dynamic content, can be controlled from a content management system. Payment transactions can be made within the web app and handled much like that of any e-commerce website.

The web app will need a Wi-Fi connection to work properly and may have some performance issues depending on the speed of the user's Internet connec-

tion. For many clients, this has not been a show stopper as the majority of their customers usually have their mobile devices running on a network of some sort at all times.

Because the web app is, in essence, a website URL it will not be found in an app store. Your customers will need to have a URL provided to them so they can access your web app. We have found a strong marketing campaign can achieve spreading the word and also teach your customers how

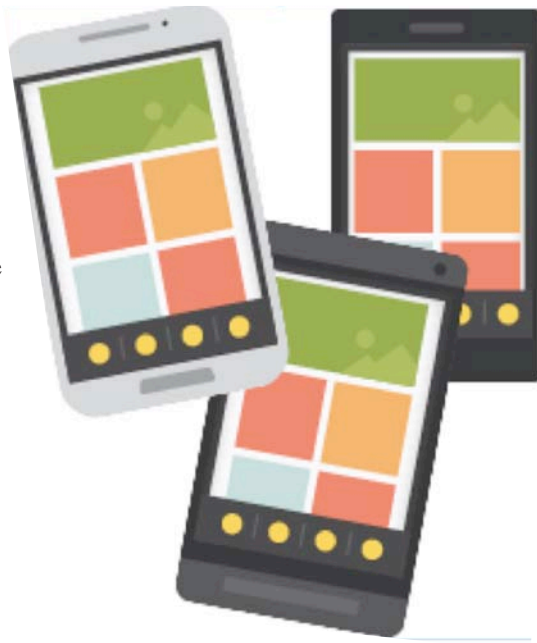
to bookmark the URL on their device, giving the appearance of an app icon.

The Hybrid

I have found that many times a web app is the best choice for most businesses; however, they want the app to be found in the Apple Store or Google Play stores. We are able to accommodate this by placing the web app into an app wrapper. As mentioned previously, web apps require an Internet connection. When building hybrid

apps, the web portion is built using HTML5, which will allow the site to be cached on the device when there is no Internet connection. Once connected to the Internet, the app will upload any changes and continue to work as expected. This will take time and budget as each device must be programmed and tested for quality assurance, but it is much faster than creating the specific code for each device and operating system. The one hang-up with the hybrid model is that payment transactions through a web app may not pass the mobile app code review as the stores are unable to run the transaction through iTunes or Google Play.

Kimberley Jones is the founder and CEO of Vérité Inc. and sits on the board of the Women Tech Council and on many nonprofit boards.



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Top Internet Service Providers

Ranked by Number of Subscribers

Company Name	Address	Phone Web	Total # of Employees	Top Executive	Number of Subscribers	Area Served
Digis LLC	727 E. Utah Valley Dr. Ste. 100 American Fork, UT 84003	888-344-4788 digis.net	250	Ryan Larssen	36,000	Utah County North to Preston, ID
South Central Communications	318 N. 100 E. Kanab, UT 84741	435-826-4211 socen.com	87	Michael R. East	13,300	Rural Southern Utah; Wayne, Garfield, Piute, Kane, Sevier, Beaver, Iron, Washington Counties
Emery Telcom	445 E. SR 29 Orangeville, UT 84537	435-748-2223 emerytelcom.com	90	Brock Johansen	12,000	Carbon County, Emery County, Grand County, San Juan County
Veracity Networks	170 W. Election Road Ste.200 Draper, UT 84020	801-691-5800 veracitynetworks.com	137	Drew Peterson	10,000+	Nationwide
Utah Broadband	461 W. Parkland Drive Sandy, UT 84070	801-953-6706 utahbroadband.com	30	Steve McGhie	10,000+	Wasatch Front & Back
CentraCom	35 S. State Fairview, UT 84629	435-427-3331 centracom.com	99	I. Branch Cox & Eddie L. Cox	9,242	Utah
Integra	265 E. 100 S., #200 Salt Lake City, UT 84111	801-746-2000 integratelecom.com/ pages/default.aspx	200	Rick Christensen	7,000	Greater Salt Lake City area & Ogden area
Beehive Broadband	2000 E. Sunset Road Lake Point, UT 84074	435-837-6000 beehivebroadband. com	47	Scott Wilson	2,000	Throughout Utah & Nevada
American Wireless Inc. DBA AWI Networks	845 E. Red Hills Parkway St. George, UT 84770	435-674-0320 awinetworks.com	25	Ray Carpenter	Thousands	Washington, Iron, Beaver, Kane & Garfield counties
Comcast	9602 S. 300 W. Sandy, UT 84070	801-401-3228 business.comcast.com	1,400	Paul Merritt	DND	From Logan (including Cache Valley) to Payson; from Heber & Park City to Tooele & Grantsville
FirstDigital Telecom	90 S. 400 W. Ste. M100 Salt Lake City, UT 84101	Local: 801-456-1000 Toll Free: 801-540- 9789 firstdigital.com	50	Wesley J. McDougal	DND	Nationwide
ServerPlus	P.O. Box 970842 Orem, UT 84097	801-426-8283 serverplus.com	80	Layne Sisk	DND	International
XMission	51 E. 400 S. Ste. 200 Salt Lake City, UT 84111	801-539-0852 xmission.com	37	Pete Ashdown	DND	Nationwide for most services; residential connectivity services and UTOPIA limited to select areas across Utah
All West Communications	50 W. 100 N. Kamas, UT 84036	866-ALL-WEST allwest.com	100	Matthew Weller	DND	DND
InfoWest Inc.	148 E. Tabernacle St. George, UT 84770	435-674-0165 infowest.com	30+	Kelly Nyberg	DND	Utah
CenturyLink	250 E. 200 S. Salt Lake City, UT 84111	801-575-4796 centurylink.com	1,500	Jeremy Ferkin	DND	Logan to St.George

Top Website Development in Utah

Ranked by Number of Utah Employees

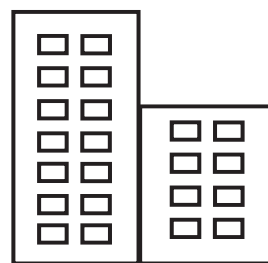
Company Name	Address	Phone Web	# of Utah Employees	Top Executive	Notable Clients
MRM/McCann	60 E. South Temple, Ste. 1400 Salt Lake City, UT 84111	801-257-7700 mrm-mccann.com mrm-mccann.com/location/ salt-lake-city	320	Lori Feld	Cisco, Verizon, Intel, AOL, United States Postal Service
OrangeSoda Inc.	732 E. 930 S. American Fork, UT 84003	877-598-4661 DND	150	Jeff Conley	DND
ThomasARTS	240 S. 200 W. Farmington, UT 84025	801-451-5365 thomasarts.com	118	David Thomas	Ken Garff, Zions Bank, Mozy
Riester	1441 Ute Blvd., Ste. 360 Park City, UT 84098	435-647-2100 riester.com	100+	Alan Perkel	Megamex Foods, Voskos Greek Yogurt, McDonald's
The Summit Group Communications	117 W. 400 S. Salt Lake City, UT 84101	801-595-1155 800-382-4179 summitslc.com	85+	Bill Paulos & Todd Wolfenbarger	Sony, Subway, GFG Brands, Extra Space Storage, Squatters
Rain	686 E. 110 S. Ste. 102 American Fork, UT 84003	801-802-6464 mediarain.com	70	Mark Stevenett	Harmons Neighborhood Grocer, Nu Skin, Walmart, Campbell Soup
Penna Powers	1706 S. Major St. Salt Lake City, UT 84115	801-487-4800 pennapowers.com	45	Chuck Penna	DND
Love Communications	546 S. 200 W. Salt Lake City, UT 84101	801-519-8880 DND	40	Tom Love	USTAR, Nicholas and Company, Cache Valley Electric, United Way, Adatto
Oozle Media	11339 S. 700 E. Sandy, UT 84070	801- 562-8557 oozlemedia.com	28	Chris Linford & David Smith	Allred Construction, Unique Auto Body, Pure Fit Pure Food
Jakob Marketing Partners	4535 S. 2300 E. Holladay, UT 84117	801-930-5354 jakobmarketing.com	24	Rob Scott	Wells Fargo, Imagine Health, Rocky Mountain Care, All Pro Cleaning
Richter7	280 S. 400 W., #200 Salt Lake City, UT 84101	801-521-2903 DND	24	Tal Harry, Tim Brown, Dave Newbold, Scott Rockwood,	Park City Chamber, Mountain America Credit Union, Papa Murphy's
Red Olive	9980 S. 300 W., Ste. 300 Sandy, UT 84070	801-545-0410 redolive.com	23	Matthew Moeller	IM Flash, National College of Sports Medicine, Xcel Fitness
Vérité	608 W. 9320 S. Sandy, UT 84070	801-553-1101 verite.com	21	Kimberley Jones	The Road Home, Symantec, Merit Medical, Landesk
Web Design in Utah	7650 Union Park Center Midvale, UT 84047	801-557-4409 webdesigninutah.com	20	Braxton Tulin	Hardrock Homes, General Motors ASEP, Lionsgate Entertainment
Fusion 360	434 E. 4500 S. Ste. 101 Salt Lake City, UT 84117	801-810-4001 fusion360agency.com	20	Todd Noall	Pepsi, Carhartt, Fox Racing, Stein Eriksen Lodge
BrandHive	48 W. Market St., Ste. 300 Salt Lake City, UT 84101	8801-538-0777 brandhive.com	19	Jeff Hilton & Matt Aller	DND
Rumor Advertising	455 N. 400 W. Salt Lake City, UT 84103	See website rumoradvertising.com	18	DND	DND
i4 Solutions Inc.	707 W. 700 S., #201 Woods Cross, UT 84087	801-294-6400 i4.net	17	Brandon Anderson & Mike Rivera	Utah Transit Authority, Swire Coca- Cola Bottling, All Star Bowling and Entertainment
Advent Integrated LLC	55 N. Main St., Ste. 403 Logan, UT 84321	435-787-8285 adventintegrated.com	15	Adam Smith	S&P Dow Jones, Marriott, Nestle, Utah State University



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Moose Springs Ranch



The Moose Springs Ranch encompasses 584 acres of land which is graced by stunning stands of quaking aspen and alpine conifer trees.

This rare holding also contains many year 'round springs and small creeks. Grassy parks attract elk and beautiful willow draws provide abundant forage for moose. Mule deer are plentiful along with occasional sightings of black bear and cougar.

The Moose Springs Ranch straddles the paved Lake Creek Road about 13 miles east of Heber City, Utah.

Situated only 26 miles from Park City – 58 miles from Salt Lake City – 41 miles from Provo. The location is enhanced by the Heber Valley Airport – a fine corporate jet-capable facility just 30 minutes from the Ranch!

Previously Offered at \$3,869,600 – Now Available at \$3,300,000.

38 Special Ranch



One of the easiest to own and enjoy places on the market today – 757 acres encompassing a 1.50 mile stretch of fine private trout water plus a 600-acre mountain for good mule deer hunting. 35 miles from Park City and only an hour from Salt Lake City.

Improvements include a delightful 600 square-foot cabin plus two impressive garage and storage buildings to stable a full range of outdoor vehicles.

The 38 Special Ranch is not burdened by a poorly-executed multi-million dollar edifice – it awaits the next owner's creative imprimatur.

Offered at \$4,500,000 by a Motivated and Reasonable Seller.

Huseman Ranch



This historic 1,352-acre ranch is in the middle of Butch Cassidy's hideout country and straddles the Upper Henrys Fork River for 1.50 miles near Lonetree, Wyoming.

Comprised of about 232 acres of irrigated grass hay meadow + 400 acres of irrigated pasture + 720 acres of native range.

Located 25 miles from Mountain View, Wyoming – 65 miles from Evanston, Wyoming – 150 miles from Salt Lake City.

The Ranch is one of the most reputable small cattle operations in Southwestern Wyoming. A solid neighboring rancher is available to continue leasing the Ranch. It is graced with beautiful productive meadows, sparkling live water and great vistas of the High Uinta Mountain Range.

Offered at \$3,150,000 by Reasonable Sellers.

Smiths Fork Ranch



The Smiths Fork River Ranch encompasses 400 acres of deeded land situated 18 miles north of Cokeville, Wyoming – 106 miles south of Jackson's Hole – 2 hours from Salt Lake City.

A 12,000 square-foot lodge finished in 2010 provides one of the finest family-oriented retreats to surface in recent years. It contains 11 gracious bedrooms plus high tech back-up power and security systems.

The views from the lodge are beautiful. The compound is complemented by a spacious outdoor "green" plus a nicely-executed 3,200 square foot barn. This beautiful place enjoys about two miles on the River – an enjoyable trout fishery which holds good numbers of German browns and Bonneville cutthroats.

This Wonderful Retreat is Offered at \$3,550,000.

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