

OF NOTE



Black Friday down 11 percent

Changing shopping habits are said to be the reason for a drop in Black Friday sales nationwide. Locally, Overstock.com reported a booming Cyber Monday with sales jumping more than 24 percent from last year.

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UHPP official: Must ask, 'Is it working?' about ACA in Utah

Brice Wallace

The Enterprise

The Affordable Care Act, or ACA or Obamacare, has so far led to huge enrollment, relatively slight insurance premium increases for the most popular plans, and an increase in the number of available plans.

But in citing stats about the health reform law, Jason Stevenson, education and communications director for the Utah Health Policy Project (UHPP), is cautioning that assessments of the impacts of the ACA are ongoing.

"We're updating this all the time," Stevenson said last week at UHPP's annual healthcare policy conference. "The Affordable Care Act is not sitting still; health reform isn't sitting still. So we really have to scramble to keep up with it, both nationally and in Utah."

Stevenson noted that last year's conference had the theme of "Liftoff," with analogies of rockets blowing up on the launch pad.

"At this point a year ago, the Affordable Care Act wasn't looking so hot. A year later, we decided 'Is It Working?' is a good title, although even now I think we're being a bit premature. I think we're really a little bit early to really start judging whether or not the Affordable Care Act and health reform in Utah and nationally is actually making a difference. We're seen glimpses around the corner ... but we're still at the early stages of figuring out what's going to go on."

Stevenson's comments at the conference focused on the individual and family marketplace, run by the federal government at healthcare.gov. Utah's only exchange, called Avenue H, is for small businesses.

see ACA pg. 16

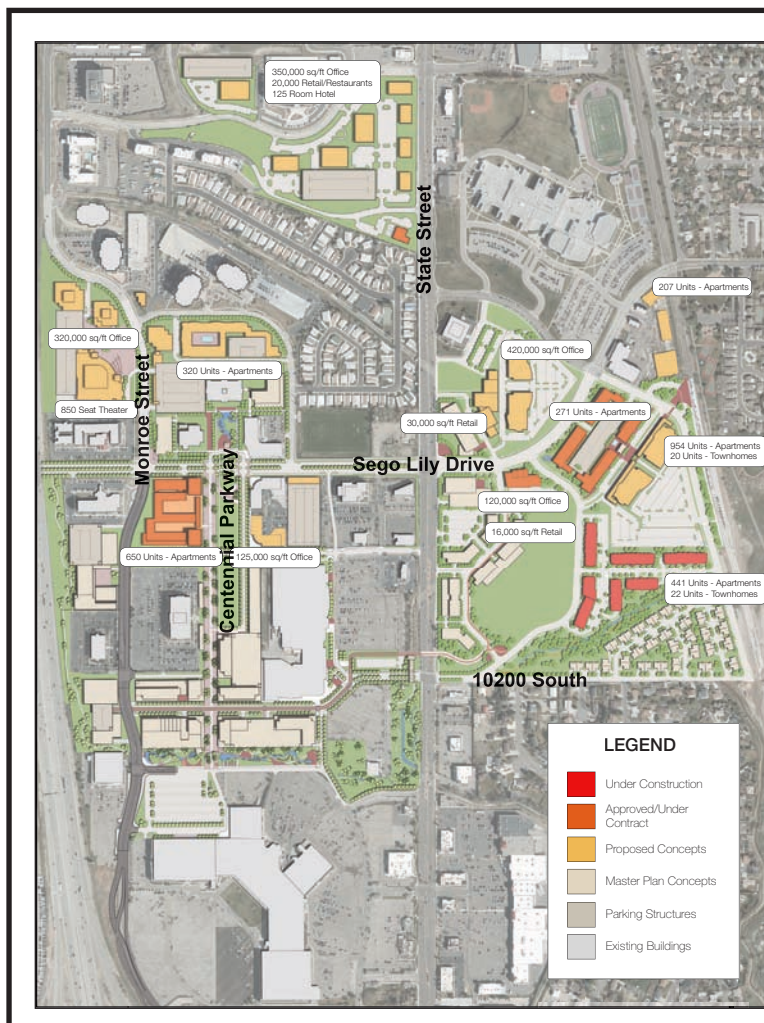
Stericycle says OK to \$2.3M fine, relocation

If the Utah Air Quality Board agrees, North Salt Lake's Stericycle will pay a \$2.3 million fine and will move to Tooele County under a proposed settlement made with state regulators.

Under the agreement, Stericycle would pay half of the penalty now and cease its Davis County operations within three years of receiving its operating permits for a planned move to Tooele County. The other half of the penalty would be waived and handled as a credit once the permits are obtained and the move completed.

The agreement constitutes the largest fine in the history of the Utah Division of Air Quality and is the maximum civil penalty that could have been levied. It was

see STERICYCLE pg. 16



Sandy shows plans for massive rebuild of its city center

Sandy City officials have unveiled a grandiose plan that will fundamentally change the skyline of the city's downtown area. Plans were released for "The Cairns" project, which includes 1,100 acres of development in the city center.

"This is the biggest announcement that Sandy City has ever made and the fulfillment of a vision I've had as mayor for more than 10 years," said Mayor Tom Dolan.

The project already has numerous projects underway, with many more planned for the future, and will incorporate already existing facilities such as the South Towne Mall. The origin of the name of the massive project was explained by officials at a recent groundbreaking ceremony.

see THE CAIRNS pg. 7

A concept drawing (left) shows Sandy's newly announced city center, dubbed "The Cairns" by city planners. The site incorporates existing structures, like the South Towne Mall, into 1,100 acres and an announced 20 million square feet of development.



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Project will improve healthcare management

The Association for Utah Community Health has launched Utah SmartCare, a care management project that aims to improve patient satisfaction and health outcomes while reducing costs for treating behavioral health patients through use of cutting-edge smartphone application technology.

Utah SmartCare is a first-of-its-kind collaboration among local mental health authorities, community health centers, a corporate foundation and a private business venture. With start-up grant funding provided by Cambia Health Foundation, Utah SmartCare focuses on improving care for high-cost patients suffering from serious mental illness, generalized anxiety and generalized depression in conjunction with a serious physical health condition, such as diabetes or heart disease.

"This is the sort of imaginative and collaborative community-focused healthcare improvement

model we try to support in whatever way we can," said Jennifer Danielson, Cambia Health Foundation board member. "We believe this innovative approach will improve quality of care and reduce costs in the process." Utah SmartCare will focus on serving low-income patients who are either insured by Medicaid or uninsured.

Five Wasatch Front-based healthcare organizations are collaborating on the project. Partners include Weber Human Services, Davis Behavioral Health, Wasatch Mental Health, Mountainlands Family Health Center and Midtown Community Health Center.

Utah SmartCare focuses on improving patient care coordination through the use of smartphone technology. The project is partnering with Ginger.io, a smartphone application which uses passive and active data to identify patterns in patient behavior and mental state that may impact their health

and well-being.

"In the past, integrating primary care with behavioral health delivery has proven an effective, yet elusive, method of treating patients with mental health conditions," according to Dr. Anmol Madan, cofounder and CEO of Ginger.io. Providers use the Ginger.io platform to reach out when patients need support, building a stronger connection between patients and providers between visits.

"This new technology allows us to touch base with clients who are experiencing increased stress in real-time, between appointments, rather than after the fact. Being proactive improves care for patients and drives down costs, which benefits the entire system," said Juergen Korbanka, executive director of Wasatch Mental Health.

Conditions create drop in rate of unemployment insurance in Utah

Most Utah employers will soon enjoy a reduction in unemployment insurance tax rates, thanks to a strong economy and vibrant unemployment compensation fund.

Businesses will pay roughly 13.2 percent less in unemployment insurance contributions (commonly called taxes) in 2015, caused by the increase in Utah's taxable wage base from \$30,800 to \$31,300 over the past year. Contribution rates for experienced employers will range from 0.3 percent to 7.3 percent. New employers will pay an industry average, ranging from 1.3 percent to 7.3 percent.

"A healthy fund coupled with a low unemployment rate translates into lower and less volatile employer tax rates," said Bill Starks, director of the Utah Unemployment Insurance Division, which is part of the Department of Workforce Services.

"Utah's contribution rate formulas are designed to build the fund up when we have a strong economy to pay increased benefits when the economy slows.

Like auto insurance rates that vary dependent on a driver's safety record, employers that have stable workforces and fewer layoffs have lower rates."

Employers pay unemployment insurance taxes into the Utah Unemployment Compensation Fund to pay benefits to workers who become unemployed through no fault of their own. The fund currently has more than \$837 million — well within the statutorily desired level. The fund's balance is also a significant improvement from the balance of \$253 million just a few years ago. Workforce Services paid record amounts of benefits during the Great Recession, and it has taken several years of strong economic growth to replenish the fund.

Utah was one of only 15 states that did not borrow funds to keep paying benefits during the last four years. Ten states still have outstanding loan balances totaling more than \$13 million. Workforce Services will continue to monitor the fund and recommend appropriate changes to Gov. Gary Herbert as warranted.

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Foreclosures down, prices up

CoreLogic, a global property information, analytics and data-enabled services provider, has released its October Home Price Index (HPI) report and it shows Salt Lake City prices continue to climb. Locally, home prices, including distressed sales, increased by 5 percent in October compared to October 2013. On a month-over-month basis, home prices, including distressed sales, increased by 0.7 percent in October compared to September.

Excluding distressed sales, year-over-year prices increased by 6.4 percent in October compared to October 2013. On a month-over-month basis, excluding distressed sales, the CoreLogic HPI indicates home prices increased by 1.2 percent in October com-

pared to September.

Home prices nationwide, including distressed sales, increased 6.1 percent in October compared to October 2013.

CoreLogic also reported that foreclosure rates in Salt Lake City decreased for the month of September over the same period last year. The data reveal that the rate of Salt Lake City area foreclosures among outstanding mortgage loans was 0.63 percent for the month of September, a decrease of 0.52 percentage points compared to September of 2013 when the rate was 1.15 percent. Foreclosure activity in Salt Lake City was lower than the national foreclosure rate, which was 1.60 percent for September.

Building opens at Falcon Hill

R&O Construction Co. has completed a new 76,182-square-foot office building in the Falcon Hill Research Park at Hill Air Force Base. The building — the fourth at the project — was dedicated last week.

The first tenant to occupy one floor of the building will be the Air Force Nuclear Weapons Center's Intercontinental Ballistic Missile Systems Directorate. Sunset Ridge Development is in ne-

gotiations with other prospective tenants to occupy the other two floors.

Falcon Hill is the largest enhanced-use lease (EUL) project in the history of the Air Force. EUL is a method for funding construction on military property by allowing a private developer to lease underutilized property with rent paid by the developer in the form of in-kind services, and does not require government funds.

U.S. Ski Assn: Utah will get chance to show it can host another Olympics

Brice Wallace
The Enterprise

The leader of the U.S. Ski and Snowboard Association (USSA), based in Park City, recently told a state board that Utah will get opportunities to demonstrate that it can host another Winter Olympics.

At the November meeting of the Governor's Office of Economic Development (GOED) board, Tiger Shaw, the USSA president and chief executive officer, said the association and other organizations expect to help with another U.S. bid for a future Winter Olympic Games.

The association has held major events in Park City since 1985, including pre-Olympic qualifying events and world championships, and the Park City area will be the site of the 2019 world championships in freestyle, freeski and snowboarding.

"And that, of course, proves that again to the world that we can host world-class events and therefore we would be a viable competitor and bidder for the Winter Olympics, if we get a chance to do that," Shaw told the board.

But when that chance will come remains a question. The International Olympic Committee (IOC) has two options for Winter Games in 2022 — Almaty, Kazakhstan, and Beijing — although Spencer Eccles, an important influence in getting the 2002 Games to Salt Lake City, has said Utah would be an option if those cities opt out. Meanwhile, the U.S. Olympic Committee (USOC) board of directors has not yet decided whether to seek the 2024 Summer Games or instead try for the 2026 Winter Games.

In December 2012, Utah government officials announced interest in pursuing a future Winter Games bid. A report at the time from the Utah Olympic Exploratory Committee, formed to eval-

uate the benefits and challenges of bidding for and hosting a future Olympic Winter Games, indicated that Utah "is ready, willing and able to host another Olympic Winter Games." It recommended pursuit of a 2026 Games bid if the USOC decided to submit a Winter Games bid.

The report indicated that among the economic benefits of having the 2002 Games were economic output of \$4.8 billion, 35,000 job-years of employment, labor income of \$1.5 billion and net revenue to state and local government of \$76 million.

The U.S. Ski and Snowboard Association is the parent organization of the U.S. Ski Team, U.S. Snowboarding and U.S. Freeskiing. The association, established in 1905, operates out of a national training and education facility, called the Center of Excellence, in Park City.

Shaw said Utah is the site for about 180 USSA athletes, including 50 who are full-time Utah residents. The Center of Excellence is the training facility for about 100 athletes.

The association has about 180 employees, including 140 in Utah, and an annual payroll of about \$11 million.



MACU merges with Boise CU

West Jordan-based Mountain America Credit Union and Les Bois Credit Union of Boise, Idaho have announced that the two financial institutions will merge on Jan. 1. The merger will bring MACU's total branch network to 82 — the fifth largest among all credit unions in the nation.

"This is an excellent opportunity to enhance the service and products we provide our members," said Christopher Frye, board chairperson for Les Bois. "With industry trends, increasing regulation and member needs, it made sense to pursue a merger with a credit union that had the size to offer the products and convenience that members need but also had the same focus on member service. Mountain America fit those criteria perfectly."

The combined credit union will retain the Mountain America name and provide members with an extensive line of products and services, enhanced technologies, dozens of convenient locations across the West and thousands of surcharge-free ATMs nationwide, according to a release from MACU. Small-business loans also

will continue to be a major focus for the credit union — Les Bois is one of the top credit union SBA lenders in Idaho, and Mountain America is the No. 1 SBA lender among credit unions nationally.

"Les Bois brings with it a strong tradition of member service, delivering personalized financial solutions to Boise-area members," said Sterling Nielsen, president and CEO of Mountain America. "We are excited to carry on that tradition, as well as to introduce western Idaho residents to the community commitment, financial services and customer service that have made Mountain America one of the nation's premier financial institutions."

Mountain America has an estimated \$4.1 billion in combined assets and serves more than 500,000 members. It was founded in 1934 as the Salt Lake Telephone Employees Credit Union. In 1984 it merged with the Postal Employees Credit Union and took on the Mountain America name. The combined credit union operation will employ more than 1,000 people.

Setpoint gets UMA award

Ogden's Setpoint Systems has been named the Utah Manufacturers Association (UMA) 2014 Manufacturer of the Year. The award recognizes the lean automation company for its excellence in business performance, quality of operational excellence, economic achievement, financial stability, community and state outreach and contribution to the growth of the state.

Using lean automation engineering services, Setpoint transforms customers' strict specifications into custom automation solutions that increase safety, productivity and quality. It serves a diverse set of industries, including ammunition manufacturing equipment, automotive safety, medical devices and world-class amusement parks.

"For Setpoint, being honored with this distinguished award recognizes its commitment to its people, process, products and community and reaffirms its direction going forward," said Mark Coy, Setpoint president and CEO. "Our goal for 2015 is to be the fastest in the industry."

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WCF declares second dividend for 2014

Workers Compensation Fund has declared a second dividend in 2014. The \$9 million dividend represents 5 percent of premiums collected from July 1, 2013 through June 30, 2014.

With this second dividend, WCF will have paid 10 percent and returned more than \$19 million in premiums for 2014. WCF will also have returned more than

\$369 million in dividends to policyholders since 1992.

“We would like to thank our policyholders for their efforts to improve workplace safety in 2014,” said WCF president and CEO Ray Pickup. “Claims greater than \$500,000 are down 55 percent and fatalities are down 33 percent. Favorable investment re-

sults are also a major contributor to the dividend. We are pleased to be in a position to share our financial success with our loyal policyholders, who are the owners of our company.”

More than 19,000 businesses in Utah will receive a portion of the \$9 million policyholder dividend.

OED launches website for e-vehicle information

The Governor’s Office of Energy Development (OED) has announced the launch of www.utahdriveselectric.org, a website aimed at educating Utahns about the many benefits of electric ve-

hicles and about how technological advances have brought a variety of vehicles to the market while at the same time facilitating a rapid expansion of charging infrastructure.

The website serves as a “one stop shop” for information regarding electric vehicles, featuring an interactive charging station map; facts and figures about the benefits of the technology; a buyers’ guide with information on Utah-available electric vehicles; and a savings calculator that provides information on fuel cost savings, emissions reduction and post-incentive vehicle cost.

“Utah Drives Electric is focused on electric vehicles in particular because of the technology’s unique position at the nexus of the transportation and utility sectors and because of its potential to positively impact air quality,” said Dr. Laura Nelson, executive director of OED. “Our comprehensive goal is to promote the shift to a more diverse transportation system, one that includes electric vehicles, natural gas vehicles, alternative liquid fuels, and even public transit and pedestrian infrastructure.”

OED has become a leader in advancing electric vehicle infrastructure deployment throughout the state of Utah. In 2014 OED partnered with Nissan, the Utah Clean Air Partnership (UCAIR) and other stakeholders to deploy the Wasatch Front’s first three publicly available high-voltage Level 3 charging stations. In 2015 OED will partner with Utah Valley University and again with UCAIR to install four Level 2 charging stations in Orem. The office will continue to partner to advance the deployment of these technologies and Utah Drives Electric is meant to facilitate the private investments that will be essential to the diversification of Utah’s transportation sector.

The new website has a testimonial section meant to encourage the participation of electric vehicle owners and other stakeholders and the public is invited to submit testimonials or to provide input in other ways, including helping to keep the interactive charging station map current.

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Tech company gives glowing report on its growth to GOED board

Brice Wallace
The Enterprise

A cloud-based sales-improvement software and analytics company based in Provo is in full-on growth mode.

InsideSales.com Inc. began the year with about 350 employees, currently has about 550 and figures to end the year with 650. What's more, the figure could reach 1,500 by the end of 2015, Kevin Samuelson, chief financial officer, recently told the Governor's Office of Economic Development (GOED) board.

"Our company has really exploded, really in the past four years," Samuelson told the board. "We're growing at about 100 percent-plus for the last four years, and given the pace of things, that looks to continue at least through the next year. ... The company is growing incredibly quickly. Literally, our demand is massively outstripping how quickly we can actually hire folks."

About 2,000 customers, with about 30,000 salespeople, use the subscription-based sales acceleration platform, with many experiencing revenue growth of up to 30 percent, he said.

At its heart, the platform enables sales teams sell products much more quickly, especially those with complicated products, such as software and financial services.

"What we do is, we try to affect from when something is a lead until it becomes a customer, and we try to make that occur much more quickly and much more inexpensively," Samuelson said.

Rather than salespeople starting a day with calls and emails to prospective clients of all types, the InsideSales.com platform allows them to spend most of their time on leads with a high probability of turning into customers, he said. The platform captures every email or phone conversation and then mines that data — from about a billion sales interactions monthly — to see what is working for the sales teams and combines that with third-party data.

"We know at 9 in the morning, for example, the most probable person you could call is a white male, age 53, with an income of \$90,000 to \$99,000," Samuelson said. "We know, right now, it happens to be raining in Phoenix, and when it rains in a place like Phoenix, the propensity for interaction is much higher. The Phoenix Suns won last night, which creates a euphoric effect, to some degree. Stocks for companies in Phoenix at this very moment happen to be up, so people are more apt to be buyers. Gas prices happen to be down. Therefore, at this very mo-

ment, the most probable person for you to call is a 50- to 55-year-old man in Phoenix.

"Each of these things individually has a very, very small impact, but you put them together and our customers see huge increases in efficiency among their sales teams."

InsideSales.com, founded in 2004, has had four years of 100 percent or more annual revenue growth. Revenue is expected to reach \$50 million this year and

\$100 million in 2015. The market for sales acceleration technology totals about \$13 billion market in

able to go in and tell people, "With our product, you can make more revenue," Samuelson said.



the U.S. alone, he said.

"So you can see, this is a great market, it is an enormous market, and it creates huge ROI for us to be

Samuelson said the company likely will go public in a few years and benefitted in April by closing on a \$100 million Series C financ-

ing round. Polaris Partners led the round and Kleiner Perkins Caufield & Byers (KPCB) was the other major investor. Acadia Woods, Epic Ventures, salesforce.com and Zetta Venture Partners also participated, while previous investors Hummer Winblad and U.S. Venture Partners also joined the round. It also included individual investors, including Fraser Bullcock, managing director at Sorenson Capital.



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Industry Briefs

ASSOCIATIONS

• **David L. Flood** has been named chairman of the board of directors of the **Association for Healthcare Philanthropy**, an association for healthcare fundraising professionals. Its 5,000 members represent more than 2,200 healthcare organizations in



David Flood

North America and abroad. Flood is vice president and chief development officer for Intermountain Healthcare in Salt Lake City. He was named chief development officer in 2013. He previously served as president of New Jersey-based Meridian Health Affiliated Foundations.

• The **Building Owners and Managers Association (BOMA) of Utah** has been selected to host **BOMA International's Every Building Conference and Expo** in July 2019. The event, set for the Salt Palace Convention Center, is expected to draw more than 4,000 attendees and generate more than \$3.6 million in direct delegate spending. The conference and expo will offer insight from industry experts, educational programming and solutions in building operations. The expo is expected to have more than 450 exhibits.



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CONSTRUCTION

• **Architectural Nexus** has promoted several team members. **Jeff Thorpe**, chief financial officer, was promoted to senior principal. Thorpe has been a partner for more than 17 years. Several new principals were named, including healthcare architect **Greg Brimhall**, project manager on many healthcare projects, including the interior renovation of the Primary Children's Hospital; **Lisa Whoolery Ramidan**, the firm's lead medical planner for the

Huntsman Cancer Center Phase III; and business development director **Christine Coutts**, with more than 14 years in the architectural industry. Newly appointed associates include architects **Ricky Parkinson** and **Jeff Tuft**.

LAW

• **Dorsey & Whitney** has



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announced the naming of 15 new partners in the firm, including **Chris Martinez** of the firm's Salt Lake City office, effective Jan.



Chris Martinez

1. Martinez has been with Dorsey & Whitney since 2012 and focuses on commercial litigation, products liability defenses and commercial collections.

PHILANTHROPY

• **RC Willey**, Salt Lake City, has begun its fourth annual holiday food drive in an effort to help feed Utah's families in need during the holiday season. The public is invited to bring non-perishable food items to any of RC Willey's seven locations throughout Utah through Jan. 1. Donations of boxed meals, peanut butter, pasta, canned tuna, canned fruit and soups are most needed. All of the donations will go to the **Utah Food Bank**. RC Willey has partnered with the Utah Food Bank since 2010 to fight hunger statewide. In 2013, with the help of RC Willey and others, Utah Food Bank distributed over 37.5 million pounds of food (over 21 million meals).

• **Bank of Utah**, Ogden, is sponsoring its annual **Warm Bodies, Warm Souls** coat and warm clothing drive as a way to help families in need during the holidays. The drive will take

place through Dec. 22. The public is invited to collect cash and new and gently used coats, hats, scarves, gloves, blankets and other cold-weather accessories and drop them off at any of Bank of Utah's branches and mortgage loan offices. The bank will distribute all donations to homeless and low-income families through 10 Utah charities: **The Dove Center** in St. George, **The Lantern House** in Ogden, **Cache Community Food Pantry** in Logan, **The Happy Kids Day Care Center for Somalian Refugees** near the bank's Redwood Road location, **Tremonton Community Pantry**, **New Hope Crisis Center** and **the Family Support Center** in Brigham City, **Community Action Services and Food Bank** in Orem, **Crossroads Urban Center** in Salt Lake City, **Bountiful Community Food Pantry**, and the **Angel Tree and Community Clothing Closet** in Price.

• **Security Service Charitable Foundation**, Orem, recently presented **Clear Horizons Academy**, Orem, with a \$10,000 donation that will be used to offset tuition for its students through a scholarship program. Clear Horizons Academy is a private, nonprofit school for children ages 3 to 16 living with autism spectrum disorders. Their goal is to transform the lives of families affected by autism through piloting, evaluating, delivering and disseminating innovative ideas and interventions for those children.

RECOGNITIONS

• **Mortgage Executive Magazine** recently recognized **Melissa Wright** as one of the **Top 100 Most Influential Mortgage Executives in America**. It is the



Melissa Wright

second time being on the list. Wright is chief executive officer of Axiom Financial, Sandy. She has been with Axiom Financial since its inception in 1996.

• **Jenifer Tomchak** received the **2014 Hearts and Hands Award** during the recent Utah Philanthropy Day luncheon. The award recognizes outstanding



Jenifer Tomchak

volunteers who impact the community. Her nomination was made by the Utah State Bar. Tomchak is an attorney at Parr Brown Gee & Loveless, Salt Lake City, where

her practice focuses on employment litigation, commercial banking issues, employment-based immigration issues, legal malpractice defense and complex commercial litigation. Tomchak is a graduate of Utah State University, where she received her B.A. in political science, and earned both her MBA and J.D. in 2004 from the University of Utah.

• **Stein Erikson Lodge**, Park City, has earned the distinction of **World's Best Ski Hotel** by the World Ski Awards' **2014 Ski Oscars**. Following a year-long voting process by ski tourism professionals worldwide and millions of ski consumers from 127 countries, Stein Erikson Lodge first earned the title of **United States' Best Ski Hotel** and then claimed the title of World's Best among finalists from 20 ski tourism nations. **Deer Valley Resort** earned the distinction of **United States' Best Ski Resort**, and **Casa Nova, Deer Valley**, earned **United States' Best Ski Chalet**. The awards announcements were made at the 2014 Ski Oscars Award Gala Ceremony in Kitzbuhel, Austria.

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REAL ESTATE

• **Coldwell Banker Residential Brokerage** has named **Margene Colledge** as manager of the company's



Margene Colledge

Tooele office. Colledge will oversee a sales team of 25 real estate professionals and will focus on recruiting other Realtors to support the company's growing operations. Colledge has 26 years of experience in the real estate industry and was a local agent before moving into management. Colledge succeeds **Jennifer Jones**, who will remain as an independent agent.

RESTAURANTS

• **Chow Truck**, owned by SuAn Chow, has expanded with a brick-and-mortar location at Station Park in Farmington. Located in the West Pavilion, **Chow Station Park** offers fireside dining in the common area of a food pavilion or outdoors by a fountain and play area. A walk-up window looks into the kitchen. The 241-square-foot space is designed to echo the look of the mobile Chow Truck, which remains in Salt Lake City.

RETAIL

• **Smith's** has opened a new Smith's Marketplace store at The Highlands, a 370-acre master-planned community at 7800 South and 5600 West in West Jordan. The \$20 million, 123,000-square-foot store will be the second Smith's Marketplace in West Jordan and the eighth store in Utah. It will offer more than 200,000 products, including food, apparel, housewares and household decor, hardware, gardening needs and general merchandise. It has 300 employees. In addition to an on-site Smith's Fuel Center, the new store offers a drive-through pharmacy, Fred Meyer Jewelers, Starbucks and US Bank branch. Smith's Marketplace will anchor the first phase of The Highlands project, which will pave the way for the continued development of 50,000 square feet of retail shopping and additional commercial, residential and open space plus parks and community centers. Smith's said it plans to expand the Marketplace brand in Utah through 2016, representing a construction investment of \$100 million in the state.

SERVICES

• **Extra Space Storage Inc.**, Salt Lake City, announced that its board of directors has declared a quarterly dividend of 47 cents per share on the company's common stock for the 2014 fourth quarter. The dividend is payable Dec. 31 to stockholders of record Dec. 15.

see BRIEFS next page

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CASE
CONSTRUCTION

THE CAIRNS

from page 1

“What is a cairn? It’s a pile of rocks that mark a place or show direction of a trail,” said Peter Pillman, a manager of IBI Group, the design consultant firm for The Cairns. “This image has



a lot of power and can be used throughout the area. We’re taking advantage of existing land. The area will be full of amenities.”

Pillman related the city’s evolution from the 1860s as a mining town to a residential community in the 1950s. The Cairns will be the latest iteration of the booming area in the south end of the Salt Lake Valley. In preparing for The

BRIEFS

from previous page

TECHNOLOGY/LIFE SCIENCES

• **ClearOne**, Salt Lake City, announced that its board of directors has declared the company’s first annual dividend for 2014. The dividend of 10 per common stock share is payable to shareholders of record Dec. 12. The board also has approved a plan to start payment of a regular quarterly cash dividend beginning in the 2015 first quarter, and the board discontinued the stock repurchase program. So far, the company has repurchased \$5.4 million of the \$10 million originally allocated for the program. Zee Hakimoglu, president and chief executive officer, said the company’s strong financial position allows the company to continue to invest in organic growth projects and pursue acquisitions while also returning a portion of free cash flow directly to shareholders.

Cairns, Pillman said they learned facts like 62 percent of people want to live close to shops and offices, while 52 percent want easy availability to public transit. He also discovered that while 53 percent of millennials live in suburban areas, most of them would rather live in an urban setting.

In addition, baby boomers are looking to downsize.

Pillman described the future Sandy as “the population center of Utah, a world-class resort city — the ultimate base camp. It’s really the heart of the Wasatch.”

The Cairns will extend from 9000 South to 11400 South and from I-15 across to the north-south Trax line. Officials said it will include 20 million square feet of office, retail and residential development. Initial focus will be on the area around South Towne Mall and Sandy City Hall. In

addition to buildings, the area will see road and transit expansions, access to trails with urban parks and a smart-city concept.

Nicole Martin, communications director for Sandy City, said, “We wanted to showcase what will transform Sandy in the next couple of decades. This 1,100-acre city center will define and create a new standard for what city centers are going to be. The Cairns is a development that contains everything you’d want to live, work and play. The plan is happening as we speak with developers who are fully funded and ready to move forward.”

Hale Centre Theatre, which announced in 2013 it would be moving to Sandy by 2017, is working on a groundbreaking date, said Dolan. “We also have more developers coming, but we’re not ready to announce that yet.”

The state of Utah has announced an \$18 million investment to construct a new off-ramp directing northbound I-15 traffic into Sandy’s city center and extending to Sego Lily Drive (10000 South). The street, Monroe Street, will also alleviate congestion at 10600 South, according to city officials.

“About three and a half years ago, we were thinking about where we’d go in the future as far as Sandy’s civic corridor,” Dolan said. “We’re pretty much filled up — we no longer can spread out and sprawl. We have to go up. We want our citizens to live, work and play here. We entered

this project to make a sustainable community for the long term. We spent close to \$2 million on this planning process to get it right, because it’s the future economic engine and quality of life for our community.”

Bob Bonar, CEO and president of the Snowbird ski resort, said all the expansion plans will help ski resorts and Sandy. He said

the Wasatch Canyon resorts have always ranked high for ski quality, “but when it comes to a lot of the other amenities that our guests love, like night life and better shopping activities and additional hotel opportunities, we fall short. So this is a perfect fit, I believe — all the upscale amenities our guests need and expect right here

at base camp, The Cairns. And just up the road, world-class skiing and summer activities.”

The Utah Transit Authority is deciding how best to provide bus service through the area between its FrontRunner and TRAX stops, Dolan said. The city also has plans for trails through the area to connect with other regional trail systems.



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THE Enterprise
UTAH'S BUSINESS JOURNAL

University of Utah engineers develop material for better bomb detecting devices

University of Utah engineers have developed a new type of carbon nanotube material for handheld sensors that will be quicker and better at sniffing out explosives, deadly gases and illegal drugs.

A carbon nanotube is a cylindrical material that is a hexagonal, or six-sided, array of carbon atoms rolled up into a tube. Carbon nanotubes are known for their strength and high electrical conductivity and are used in products from baseball bats and other sports equipment to lithium-ion batteries and touch-screen computer displays.

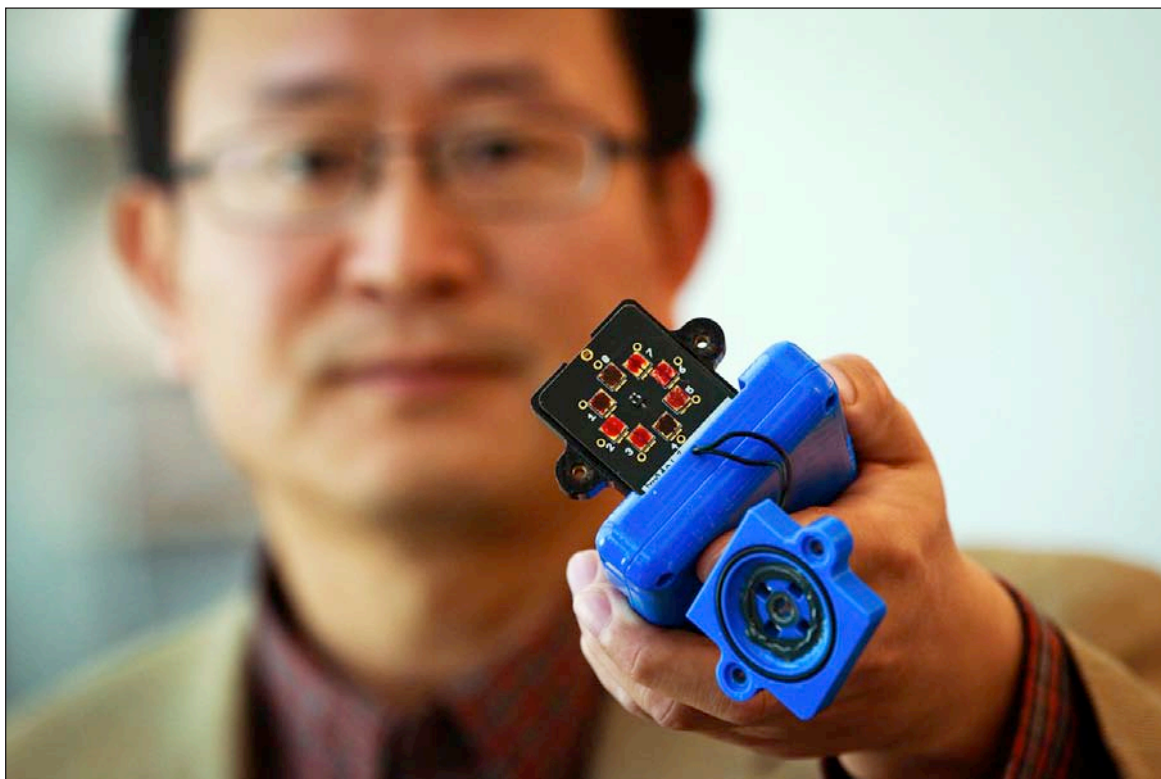
Vaporsens, a university spin-off company, plans to build a prototype handheld sensor by year's end and produce the first commercial scanners early next year, said co-founder Ling Zang, a professor of materials science and engineering and senior

author of a study of the technology published online Nov. 4 in the journal *Advanced Materials*.

The new kind of nanotubes also could lead to flexible solar panels that can be rolled up and stored or even "painted" on clothing such as a jacket, he adds.

Zang and his team found a way to break up bundles of the carbon nanotubes with a polymer and then deposit a microscopic amount on electrodes in a prototype handheld scanner that can detect toxic gases such as sarin or chlorine, or explosives such as TNT.

When the sensor detects molecules from an explosive, deadly gas or drugs such as methamphetamine, they alter the electrical current through the nanotube materials, signaling the presence of any of those substances, Zang said.



Ling Zang, a University of Utah professor of materials science and engineering, holds a prototype detector that uses a new type of carbon nanotube material for use in handheld scanners to detect explosives, toxic chemicals and illegal drugs. Zang and colleagues developed the new material, which will make such scanners quicker and more sensitive than today's standard detection devices. Ling's spin off company, Vaporsens, plans to produce commercial versions of the new kind of scanner early next year.

"You can apply voltage between the electrodes and monitor the current through the nanotube," said Zang, a professor with USTAR, the Utah Science Technology and Research economic development initiative. "If you have explosives or toxic

chemicals caught by the nanotube, you will see an increase or decrease in the current."

By modifying the surface of the nanotubes with a polymer, the material can be tuned to detect any of more than a dozen explosives, including homemade

bombs, and about two-dozen different toxic gases, said Zang. The technology also can be applied to existing detectors or airport scanners used to sense explosives or chemical threats.

see DETECTOR 16



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Calendar

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

Association for Corporate Growth (ACG) Utah Breakfast Meeting, part of the ACG Utah Breakfast Series. Speaker is Jon Kessler, president and chief executive officer of HealthEquity. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for ACG Utah members, \$30 discounted fee for first two breakfast meetings, \$45 for nonmembers. Details are available at www.acgutah.org.

December 9, 4-6 p.m.

Business Women's Forum Holiday Mixer & Charity Event, a Salt Lake Chamber Women's Business Center event. Location is 63 W. 100 S., Salt Lake City. Attendees are encouraged to bring urgent-needs items, which will be delivered to Catholic Community Services. Cost is \$20. Details are at slchamber.com.

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

"Recruiting Top Talent," a Salt Lake Chamber Small Business Forum. Featured presentation will be "Small Business, Big Impact: Developing Employee Benefits to Help your Small Business Compete and Win When Attracting Talent," by Peg Newman, managing partner at Sanford Rose Associates. Event also will feature a panel of three small-business owners. Location is Church & State (business incubator), 370 S. 300 E., Salt Lake City. Free. Details are at slchamber.com.

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 10, 5-7 p.m.

Business After Hours, an Ogden Weber Chamber of Commerce networking event. Location is Eccles Community Art Center, 2580 Jefferson Ave., Ogden. Cost is \$7 for members; \$10 for nonmembers, those with no RSVPs and walk-ins. Details are at ogdenweberchamber.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 davischamberofcommerce.com.

Dec. 12, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Sen. Gene Davis, who will discuss the 2015 legislative session and bills that may impact Murray City. Location is Mimi's Café, 5223 S. State St., Murray. Free unless ordering from the menu. Open to everyone (chamber membership is not required). Details are at murraychamber.org.

Dec. 12, 11 a.m.-2 p.m.

Holiday Open House, a Sandy Area Chamber of Commerce event. Location is 9350 S. 150 E., Sandy. Details are at sandychamber.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 sandychamber.com.

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

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

Dec. 19, 7:30-8:30 a.m.

Eggs & Issues, a Murray Area Chamber of Commerce event. Speaker is Murray Mayor Ted Eyre discussing UTOPIA and how recent changes will affect Murray City. Location is Mimi's Café, 5223 S. State St., Murray. Free

unless ordering from the menu. Open to everyone (chamber membership is not required). Details are at murraychamber.org.

January 6, 7-11:30 a.m.

2015 NAIOP Utah Commercial Real Estate Symposium. Event is an annual gathering of Utah's commercial real estate executives and decision makers and features a keynote panel discussion. Panelists are Jeffrey DeBoer, president and chief executive officer of the Real Estate Roundtable; Rodney Richerson, KBS Western U.S. regional president; and Thomas Wang, principal at Exeter Property Group. Moderator is Michael Morris, Zions Bancorporation chief credit officer. Location is Hilton Salt Lake City Center, 256 S. West Temple, Salt Lake City. Cost is \$95 for members of the Appraisal Institute, BOMA, CCIM, CREW, EDCU, ICSC, IREM, SIOR, UAR and ULI; \$125 for nonmembers. Details are at www.naiop.org/Utah.

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

Utah Economic Review, an annual event hosted by the Salt Lake Chamber, in collabora-

tion with the Governor's Office of Management and Budget, the David Eccles School of Business at the University of Utah and the Economic Club of Utah. Event will feature Gov. Gary Herbert's economic message and the Utah Economic Council's economic forecast. Location is Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$45. Details are at slchamber.com.

January 21, 7:45-9 a.m.

"Top 10 Tips Seminar: Take a Good Look in the Mirror," a World Trade Center Utah (WTCU) event. WTCU staff will provide an overview of the international business assessment and then work with attendees on a specific section of the assessment. Free, but RSVPs are required. Details are at wtcutah.com or by emailing jnield@wtcutah.com.

January 23, 6 p.m.

Business Awards Banquet, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

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Time to make the move to the cloud; business is better up here

Just before the turn of the 20th century, the world was in flux and the use of electricity was kicking the industrial revolution into high gear with new levels of mass production and scale. It's a foreign concept to us now, but at the time, there was no electrical grid. Many manufacturing businesses had their own power generation facilities with trained maintenance staff and all the appropriate spare parts on hand. Today, we expect electricity generation and power needs to be taken care of by the utility company. We simply plug into the wall.

History does indeed tend to repeat itself and we are currently witnessing a similar evolution in how companies are transitioning from in-house IT systems to cloud-based services.

It is important for company leaders to understand what the cloud really is and what the advantages and disadvantages of migrating to cloud-based solutions can be.



People refer to the cloud as if it is a destination: "Go to the cloud." Strictly speaking, the cloud is system of data centers that are cost-efficient, automated, managed and secure.

What many may not know is the cloud is actually not new. Data and applications being housed off-site and accessed remotely has been happening since before man walked on the moon. Before it was called the cloud, it was client-server and distributed computing over wide area networks. Data has been aggregated, optimized and housed in central locations for a

long time. Cloud computing as we know it today is the maturation and expansion of concepts that have been used in computing for decades.

Cloud-based technology has evolved by leaps and bounds in recent years. Security is better than ever before and processes have been improved, as has abstraction of hardware through virtualization techniques.

Cloud Benefits

The evolution of cloud computing has gone from being a mysterious, nebulous thing to an aspect of everyday business life. Most consumers and businesses are comfortable with tools such as Amazon or Office 365, which are available through the cloud. The immediate benefits are obvious: no large programs to host on-site, better ability to collaborate and the ability to access the programs remotely, providing a

great deal of business freedom.

But these online apps are only the tip of the iceberg — companies that move their entire business operations to the cloud are seeing enormous benefits. Companies large and small can realize cost savings, gain flexibility and become many times more secure overnight by moving to the cloud.

While it may seem scary to move not only files and data but also software applications and operations to the cloud, the benefits can be significant.

One of the most visibly noticeable changes a company would see is that the on-site server room filled with aging, expensive servers and other IT equipment is suddenly available for other uses. A cloud-based IT system negates the need for that room because the hardware that was taking up space, breaking down, sucking power and in constant need of upgrading and maintenance is instantly obsolete because the information and applications are housed at a secure, off-site facility.

Embrace the Cloud

IT systems you can see, touch and feel can be a hard thing to let go — and that can be compounded when companies have older or "legacy" software programs that were never intended to be cloud-based or accessed from a mobile device. A company's day-to-day operations rely heavily on these accounting, CRM or any number of other programs. It is important to note that recent advancements will allow companies to use these software programs from any web-enabled mobile smartphone, tablet or laptop. In other words, by moving to the cloud, employees can have access to any software, any application from any device anywhere and

any time (with an Internet connection). That is huge. On a practical level, they have the same capabilities at home, on the beach or at their client's office as they do from their desk. That's a game changer for all industries.

Another benefit is that cloud-based solutions are always current. Companies don't have to suffer through the long march to obsolescence that comes when they purchase a hardcopy version of a software solution. Companies don't have to ever worry about using an outdated version of mission-critical software before they will need to spend money to buy licenses for a newer version because they can be automatically updated.

It's important to do your homework before selecting a cloud-based solution provider. Companies should always look for a partner who can understand your company's specific needs and follow the guidelines that are specific to your organization and industry. For example, in the legal industry, the cloud provider should have facilities that surpass the published ethics requirements of the ABA and local bar associations and can handle encryption. Take a look at security and functionality before deciding to go with any solution, whether it is cloud-based or not.

Beyond overcoming the triple threat of flood, fire and theft, transitioning to the cloud has been shown to reduce infrastructure spending, boost staff productivity and raise operating profit. The evolution is happening and companies are leaving the Earth-bound IT systems to embrace the freedom of working among the clouds.

Forrest Blair is CEO of AirDesk Solutions in Lehi.



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Here's my advice for your regular performance evaluations: 'Stop it'

Comedian Bob Newhart performed a skit in which he dispensed advice as a psychologist. Regardless of the issue afflicting his patient he offered two words of advice: "Stop it." His advice is particularly applicable to one of the vexing tasks many managers face — performance evaluations. The routine is painful, time consuming and generally useless and sometimes harmful. Stop it.



accountable for a goal to have 85 percent of a company's performance evaluations completed on time. When assigned, about 35 percent were completed on time. Since the human resources department required documentation to process a pay change, managers complied and completed meaningless forms to get their employees pay increases. Since they were late, we had to calculate back pay

10,000 times a year.

Knowing that the performance evaluation routine did not add value — and that I would not meet my performance goal — I proposed Bob Newhart's advice to the senior management team: "Stop it." It was heresy. I was an apostate in the human resources department and perceived as irresponsible by the senior leadership team.

I asked the team what was the ultimate purpose that was intended. The answer: improve performance. Instead, the measure of success was timely completion of an outdated, cumbersome and irrelevant form. We needed to

manage performance and measure results. The focus shift was re-energizing.

A cycle of performance management replaced the performance evaluation task. There are three vital steps in this cycle:

1. Establish clear and aligned individual expectations and communicate clearly. The expectations document starts with properly crafted job descriptions and is updated on a regular basis with the current business plan and strategic priorities. The expectations need to be set with clear measures of success: "X to Y by when." While this step sounds cumbersome, the document should be concise and to the point. This is where the seeds of success are carefully sown.

2. Provide focused, accurate and timely feedback. This second step is completely dependent on the first step being in place. Goals are essential to measure where the employee stands. Feedback needs to be timely, accurate and purposefully delivered. When the performance is off track, immediate feedback allows for easier correction. Remember, the goal is to improve, not rate, performance.

Feedback must be informal and formal. Daily or weekly delivered feedback is constructive and corrective. It should be based on the metrics established in the first step. A leader delivers this in the spirit of making the employee successful. It is also essential to periodically formally document where the employee stands and what is the plan for success. This step is where the hoeing, weeding and tending of the garden occurs.

3. Conduct the performance evaluation. Wait, didn't we decide to stop doing evaluations? To clarify: stop *starting* with the evaluation. The outcome of this step is the documentation of the first two steps. This will satisfy the employees' need to know, conclusively, where they stand against expectations. Also, this serves as the basis for compensation decisions and creates the information needed in the event of a lawsuit. The first two steps in place make this step possible. This is the step of harvesting the fruits of improved performance.

This time of year, managers are saddled with conducting year-

end performance evaluations. Countless hours are spent trying to create the first two steps with a looming deadline. The performance evaluation discussion is a painful argument and way too long, taking two or more hours per employee. The manager is ill-prepared and is swayed by unintentional biases. Too often the employee is surprised by the evaluation and feels pounced on. Frustration is universal.

When you shift the focus from the task of evaluation to the cycle of performance management, the two-hour discussion is spread out across the performance period. The evaluation discussion is often 30 minutes or less. There are no surprises and conflict is eliminated. Most importantly, poor performance is identified and corrected sooner, and results are improved. Performance Evaluations: *Stop it*. Start improving results instead.

Russell Lookadoo is the president and chief strategist for HRchitecture, a consulting firm specializing in helping business leaders accomplish their goals by effectively using their teams.

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The non-secret of achieving success: Get yourself some self-confidence

If you want to gain NEW self-confidence, look for OLD information. Old is often new.

My morning read consisted of this passage from Napoleon Hill's immortal book *Think and Grow Rich*. It was all about self-confidence. And as I head into the new year, I want to make certain that I have a full dose of it.

It dawned on me that this subject would probably be the least written about coming into the new year. You will most likely receive 100 emails about how to set goals, how to have your best year ever and other secret formulas to attract wealth and fame.

It further dawned on me that none of these formulas or goal-setting instructions are worth a penny unless they are accompanied by your self-confidence. Unwavering self-confidence.

It further dawned on me that you have probably never read Hill's self-confidence formula. And now that the book is copyright free, I thought it would be more than appropriate to share with you now.

Here is "The Self Confidence

Formula" from Napoleon Hill's *Think and Grow Rich*:

"First. I know that I have the ability to achieve the object of my Definite Purpose in life, therefore, I DEMAND of myself persistent, continuous action toward its attainment and I here and now promise to render such action.

"Second. I realize the dominating thoughts of my mind will eventually reproduce themselves in outward, physical action and gradually transform themselves into physical reality; therefore, I will concentrate my thoughts for thirty minutes daily upon the task of thinking of the person I intend to become thereby creating in my mind a clear mental picture of that person.

"Third. I know through the principle of autosuggestion, any desire that I persistently hold in my mind will eventually seek expression through some practical means of attaining the object back of it. Therefore, I will devote ten minutes daily to demanding of myself the development of SELF-CONFIDENCE.

"Fourth. I have clearly

written down a description of my DEFINITE CHIEF AIM in life, and I will never stop trying until I shall have developed sufficient self-confidence for its attainment.

"Fifth. I fully realize that no wealth or position can long endure unless built upon truth and justice. Therefore, I will engage in no transaction which does not benefit all whom it affects. I will succeed by attraction to myself the forces I wish to use and the cooperation of other people. I will induce others to serve me because of my willingness to serve others. I will eliminate hatred, envy, jealousy, selfishness and cynicism, but develop love for all humanity; because I know that a negative attitude toward others can never bring me success. I will cause others to believe in me because I will believe in them and in myself.

"I will sign my name to this formula, commit it to memory and repeat it aloud once a day, with full FAITH that It will gradually influence my THOUGHTS and ACTIONS so that I will become a self-reliant and successful person."

WOW! What an inspirational read. Seventy-five-year-old advice that is more relevant today than

the day it was written.

It further dawned on me that there are probably 1,000 other self-confidence quotes that I could learn from. And that mother Google would help me find them in a millisecond. I read about 100.

Here are the best ones:

"The secret of making dreams come true can be summarized in four Cs. They are Curiosity, Confidence, Courage and Constancy; and the greatest of these is Confidence." - Walt Disney.

"If you once forfeit the confidence of your fellow citizens, you can never regain their respect and esteem. It is true that you may fool all of the people some of the time; you can even fool some of the people all of the time, but you can't fool all of the people all of the time." - Abraham Lincoln.

"Confidence is the most important single factor in this game, and no matter how great your natural talent, there is only one way to obtain and sustain it: work." - Jack Nicklaus.

"Self-confidence is the first requisite to great undertakings." - Samuel Johnson.

"Without a humble but reasonable confidence in your own

powers you cannot be successful or happy." - Norman Vincent Peale.

"With realization of one's own potential and self-confidence in one's ability, one can build a better world." - Dalai Lama.

"The way to develop self-confidence is to do the thing you fear and get a record of successful experiences behind you." - William Jennings Bryan.

"One important key to success is self-confidence. An important key to self-confidence is preparation." - Arthur Ashe.

"If you have no confidence in self, you are twice defeated in the race of life. With confidence, you have won even before you have started." - Marcus Tullius Cicero.

Wishing you a self-confident New Year. May it bring you all of the achievement you're hoping for and all of the success that you are striving for.

Jeffrey Gitomer is the author of 12 best-selling books, including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

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JEFFREY GITOMER



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Legal Matters

Supreme Court seems to be reining in overly broad patents

Over the years, I have consulted with partners and clients that have run into patents asserted to cover various investment and charitable management methods, as well as other business method patents. Recently the U.S. Supreme Court has been active in the patent realm, reining in what these justices must feel are overly broad patents and invalidating some of these types of patents as subject matter that is not patent-eligible under 35 U.S.C. § 101.

In the most recent and broad-reaching case, *Alice Corp. Pty. v. CLS Bank International* (2014), the high court ruled that abstract ideas implemented using a computer are not eligible for a patent, striking down Alice Corp.'s patents on computerized trading methods and unanimously affirming the Federal Circuit's decision that the claims of Alice Corp.'s patents were nothing more than an abstract concept of managing risk in financial trading using a computer.

"The claims at issue amount to 'nothing significantly more' than an instruction to apply the

abstract idea of intermediated settlement using some unspecified, generic computer," the court wrote in a decision by Justice Clarence Thomas. "Under our precedents, that is not 'enough' to transform an abstract idea into a patent-eligible invention."

There have since been a number of recent rulings using the *Alice Corp.* precedent to invalidate computer-related and business method patents.

One case that might be of interest to those dealing with non-profits and financial services clients is *Every Penny Counts Inc. v. Wells Fargo N.A.*, Case No. 8:11-cv-02826, from the U.S. District Court Middle District of Florida. In this case, Judge Merryday ruled: "However construed, EPC's inventions are a computerized application of a technique known from antiquity in which a small saving on many occasions accumulates into a large saving."

EPC had sued Wells Fargo in December 2011 for alleged infringement of the U.S. 7,571,849 and U.S. 8,025,217 patents, which are both titled "Method and System

to Create and Distribute Excess Funds from Consumer Spending Transactions" and are directed to a method and system of automated saving or automated charitable giving. According to EPC's amended complaint, Wells Fargo's Bank Rounder program, such as Way2Save and Save As You Go, infringes the patents.

Citing *Alice Corp.*, Judge Merryday ruled that the '849 and '217 patents are invalid under Section 101 because they neither cover a patentable concept nor contain any inventive ideas "sufficient to 'transform' the claimed abstract idea into a patent-eligible application." The concept claimed in the patents-in-suit "is a 'basic concept' and a 'fundamental economic practice long prevalent in our system of commerce' and hence an abstract idea." The judge even cited to the 1983 film *Superman III*, where "Gus Gorman, played by Richard Pryor, utilizes the coin clipping concept after discovering that each of his co-workers' earnings includes a fraction of a cent. Gorman programs a virus to round each paycheck down to the nearest cent and to deposit the fractional difference into a recipient account."

Other cases include:

- *Loyalty Conversion Systems Corp. v. American Airlines*, where the E.D. Texas district court invalidated a patent on customer loyalty rewards programs.

- *Tuxis Technologies LLC v. Amazon.com Inc.*, where a Delaware district court invalidated a patent covering an electronic method of "upselling," or recommending additional products that a customer may want to buy. According to the judge, the patent simply claimed a long-standing sales technique, which is merely an abstract idea that cannot be patented.

The Federal Circuit has also invalidated patents on secure online transactions (*buySAFE Inc. v. Google Inc.* and on computerized bingo (*Planet Bingo LLC v. VKGS LLC* (nonprecedential))).

The Federal Circuit has recently affirmed a district court's motion to dismiss in *Ultramercial, Inc. v. Hulu LLC*, finding that a method of offering free streamed video in exchange for viewing an advertisement is not patent-eligible. Citing *Alice Corp.*, the court explained that attempting to limit the use of the abstract idea to a particular technologi-

cal environment (i.e., the Internet) was insufficient to save the claim. Notably, the court found that the method was not patent-eligible under Section 101 on a motion to dismiss without requiring that the claims be construed.

Not to be outdone, the U.S. Patent Trial and Appeal Board knocked out a patent on advance payments of retirement benefits in *U.S. Bancorp. v. Retirement Capital Access Management Co.*

There are other interesting patents out there, such as:

- U.S. 7,593,881, System and Method for Donor-Directed Asset Management.

- U.S. 8,494,943, System and Method for Charitable Lifetime Giving Program.

- U.S. 6,581,041, Method of Charitable Giving/Investing.

Patents such as these may be candidates for invalidity attack using the *Alice Corp.* precedent. So if a company is running into patent holders, even patent trolls, asserting these types of patents, there are some new tools for use in defending. As to those companies asserting these types of patents, they need to be prepared for these new invalidity attacks.

John A. Rafter Jr. is an attorney at Stoel Rives LLP in Salt Lake City.



JOHN
RAFTER

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Opinion

Beware politician whose premise is, 'We know better than the people'

Jonathan Gruber's several videotaped remarks about the gross deceptions that got ObamaCare passed in Congress should tell us a lot about the Obama administration. And the way that the mainstream media hesitated for days to even mention what professor Gruber said, while they obsessed over unsubstantiated charges against Bill Cosby, should tell us a lot about the media.

Whatever did or did not happen between Bill Cosby and various women is not likely to affect the lives of 300 million Americans. But ObamaCare does.

For both the politicians and the media, this was not just an isolated incident. Gruber's videotaped discussions of the complicated deceptions built into ObamaCare with his help, designed to take advantage of what he called the "stupidity" of the public, are all too typical of the role played by the political left.

Neither the politicians nor the intelligentsia — including the media — want that role exposed for what it is.

Former Speaker of the House Nancy Pelosi acted as if she had never heard of

Jonathan Gruber, and had no idea who he was. But she too had been caught on tape, a few years ago, citing him as someone whose support of ObamaCare was supposed to show that the "experts" knew how good it was.



THOMAS SOWELL

Pres. Obama gave a somewhat more sophisticated version of the same act. He pointed out that professor Gruber was not part of his staff. But he did not mention that Gruber had been to the White House 19 times and the Obama administration had paid Gruber about \$400,000 of the taxpayers' money for his supposedly unbiased expert opinion.

Gruber's own statements seem to indicate that his mathematical models were enough to baffle the Congressional Budget Office in its efforts to figure out how ObamaCare works. That kind of expertise apparently does not come cheap. Moreover, the 400 grand is chump change compared to the millions that Jonathan Gruber has reportedly raked in from state governments for his expertise.

Barack Obama is currently playing the same political game of parading experts by citing a list of prominent law profes-

sors who say that he is not exceeding his Constitutional power by granting amnesty to millions of illegal immigrants.

Someone at the Fox News Channel has checked out these professors and found that every one of them whose political registration could be traced is a Democrat. But the names of these profs are still being paraded as if they were simply eminent scholars seeking the truth. Maybe. But maybe not.

Whether the issue is ObamaCare, amnesty for illegal immigrants or "global warming," when you hear that "all the experts agree," that may mean nothing more than that the fix is in. And "all" may mean considerably less than 100 percent — or even 50 percent.

No one can know for sure what motivated professor Gruber to do what he did, or what motivated the media to stonewall as if he had never spilled the beans or the liberal law professors to give Obama cover while he violated the Constitution.

But running through all of their actions seems to be a vision of the world — and a vision of themselves — that is a continuing danger to the fundamental basis of this country, whatever the specific issue might be.

Probably few people on the political

left are opposed to the Constitution of the United States, much less actively plotting to undermine it. But, on issue after issue, what they want to do requires them to circumvent the three words with which the Constitution begins: "We, the people..."

Many on the left may want to help "the people." But once you start from the premise that you know what is best for the people — better than they know themselves — you have to figure ways around a Constitution based on the idea that the people not only have a right to choose their government and control government policy with their votes, but also that there are vast areas of the people's lives that are none of the government's business.

Jonathan Gruber's notion that the people are "stupid" is not fundamentally different from what Barack Obama said to his fellow elite leftists in San Francisco, when he derided ordinary Americans as petty people who want to cling to their guns and their religion. We need to see through such arrogant elitists if we want to cling to our freedom.

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

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A perspective on the president's immigration action from an immigrant

Opponents of Pres. Obama's recent action on immigration — as well as of any kind of legalization policy for undocumented workers — often argue that these initiatives are not fair to America's legal immigrants. These people, it is said, played by the rules, followed the law, paid their taxes and are horrified to see people who did the opposite rewarded. I'm sure there are some legal immigrants who feel this way, but not many. A poll released this week shows that 89 percent of Hispanic registered voters approve of Obama's action.



FAREED ZAKARIA

Why is this? I can only speak for myself. As a legal immigrant, I don't harbor any ill will toward those who came into this country illegally. To be clear, I don't approve of breaking the law. I think the stream of border crossings should be slowed to a trickle and I favor immigration reform that would secure the borders, substantially reduce the numbers who come in via "family unification," substantially increase the quotas for skilled workers and allow a small guest worker program, as well. My views on immigration are in the middle of the political spectrum. But I don't view illegal immigrants with any hostility.

My path to citizenship was long and complex. I first knew that I wanted to become an American sometime in 1984, when I was a sophomore in college. But the only way to realize this dream was to stay on my existing legal track — which at the time was a student visa — and then work toward the next one. I went through

two student visas and a "practical training" permit, which allowed me to work for 18 months. Then I needed sponsorship for a work visa, something my employer had never undertaken and was wary of. I offered to pay for the legal fees myself, which was a fifth of my annual salary. That got me an H-1B visa, and after a few years, I could apply for a green card. After five years on a green card, and with no legal problems, all taxes paid and having passed a test on American civics, I applied for citizenship. I was sworn in as an American citizen in June 2001 — 17 years after I began thinking about it.

And yet, I don't mind that some people who crossed the Mexican border one night a few years ago might get legal status soon. I was playing by the rules because I knew the rules, understood how they worked, figured out what I could do to advance my cause within them and waited patiently through that process. I was fortunate enough to have had a good education, strong English language skills and other tools that made it easy for me to navigate the maze that is legal immigration. Most of the people who come to the country illegally are much less fortunate, have fewer options and have neither the knowledge nor the capacity to slot themselves into the system.

They know one thing — they want to get to America. They try to come here on pain of death, sometimes trying to cross the border several times before they finally get in. Once here, they work long hours, picking fruit in 100-degree weather, build-

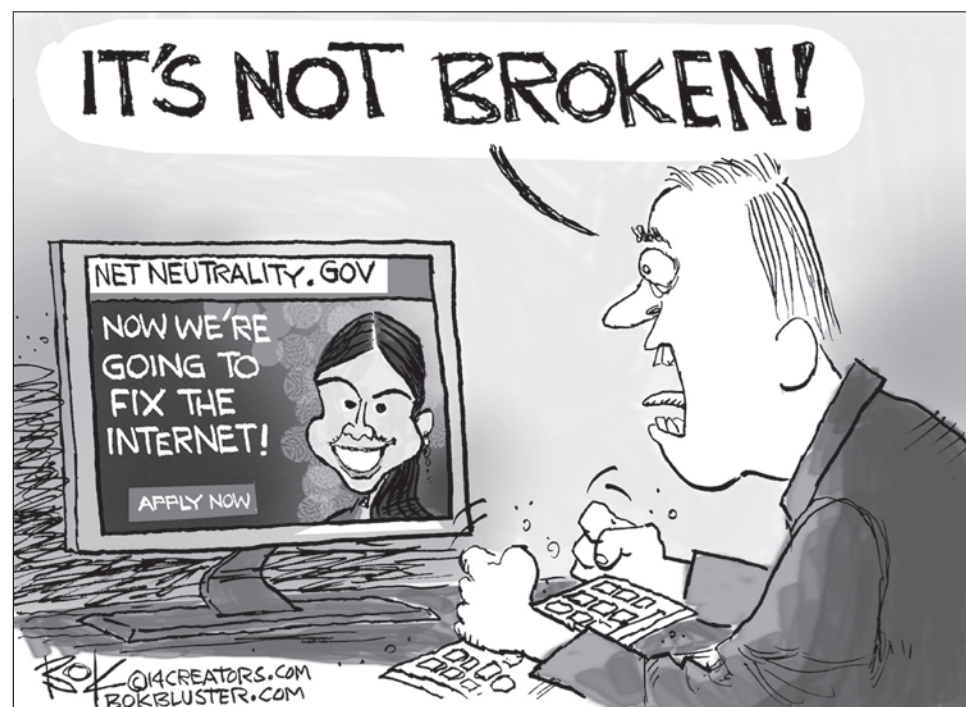
ing homes, cleaning hotel rooms or taking care of infants. They are usually taken advantage of by employers who know these workers have no legal recourse. They avoid getting into any trouble with the police because they know that this would mean deportation. They save money and send it back home to their families. I look at these people and think to myself that they should not have broken the law. But the society that allowed them to stay for years, employed them and used them is also somewhat complicit in their status.

As we watch the advanced, industrial countries around the world get older, slower, more sluggish and less inventive, it seems

clear to me that the toughest problem for the rich world is how to infuse already prosperous societies with drive and determination. The United States gains enormously from its millions of young immigrants who were desperate to come here and determined to find their American dream. They were willing to take huge risks and work furiously, with the hope that they could make a life in this new land. These people should be considered natural Americans. And one day, they will be.

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

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Opinion

How to make your money last longer than you do

When it comes to our retirement, the idea is to have more than enough money to last through our golden years so we can enjoy an abundant life and pass on that abundance when we pass on. And millions of Americans are putting away money, following traditional advice and thinking they're doing exactly that. But the reality is, depending on the type of approach you're using, you may not even have enough to get yourself through retirement, let alone leave something to your children.



DOUG ANDREW

If you think about it, there are essentially four phases of retirement planning. The contribution phase is where we're working hard, focused on our career and socking away money for our future. This phase overlaps the accumulation phase, which is the period of time when our money we contribute to accounts (hopefully) is growing. Then the day arrives when we are going to take distributions or withdraw money from our accounts. (By the way, too many Americans "go into withdrawal" when they hit this phase, shocked by the amount of tax they start paying that they didn't see coming.) And finally, none of us is getting out of here alive. We all inevitably hit the fourth phase when we pass on, when the goal is to leave something behind what would have sustained us had we lived longer.

Now there are different ways to approach the contribution and accumulation phases, which include plans that are taxed later than sooner (such as traditional IRAs and 401(k)s); or totally tax-free savings (such as the alternative plans I have been implementing for over 40 years).

With IRAs and 401(k)s, you're getting a tax break on the contribution and accumulation phases. Sounds great, right? But when you go to take distributions, it triggers tax. And this is usually at a time when many of your tax deductions have evaporated. You typically have no more dependents to deduct. Business expenses retired with you. And that home mortgage you paid off? Uncle Sam won't be giving you any more deductions there, either. So you'll probably be like millions of Americans: in as high or higher a tax bracket than your earning years. And what happens if you have funds in your accounts when you pass on? It can trigger tax again as it passes on to your heirs.

What I prefer to do is take after-tax money and accumulate it tax-free, access it tax-free and when I die it grows and transfers tax-free. As I mentioned I have been doing this personally for over four decades, and have been teaching people to do the same. You see, instead of deferring tax, which essentially means eventually increasing taxes, I would rather accumulate my money tax-free and be able to access it

tax-free.

Let's look at this from a numerical standpoint. Let's say that a dollar doubles every period for 20 periods. That dollar doubling every period for 20 periods will grow to \$1,048,000 — but that's only if it's tax-free. If it's taxed-as-earned, with \$1 doubling to \$2 (and let's say you're in a 25 percent tax bracket), for every dollar doubled you really only have \$1.75. When that \$1.75 doubles to \$3.50, then you have to pay tax on that gain.

Do you know after 20 periods, you would only have \$72,000 instead of a million? Add to that the fact that 41 out of 50 states have a state income tax. So most people end up paying about a third or more in tax. That million-dollar nest egg would only be worth \$27,000 after taxes are said and done in a 33 percent bracket. And then consider the strong likelihood that taxes will only be going one direction in your future — up.

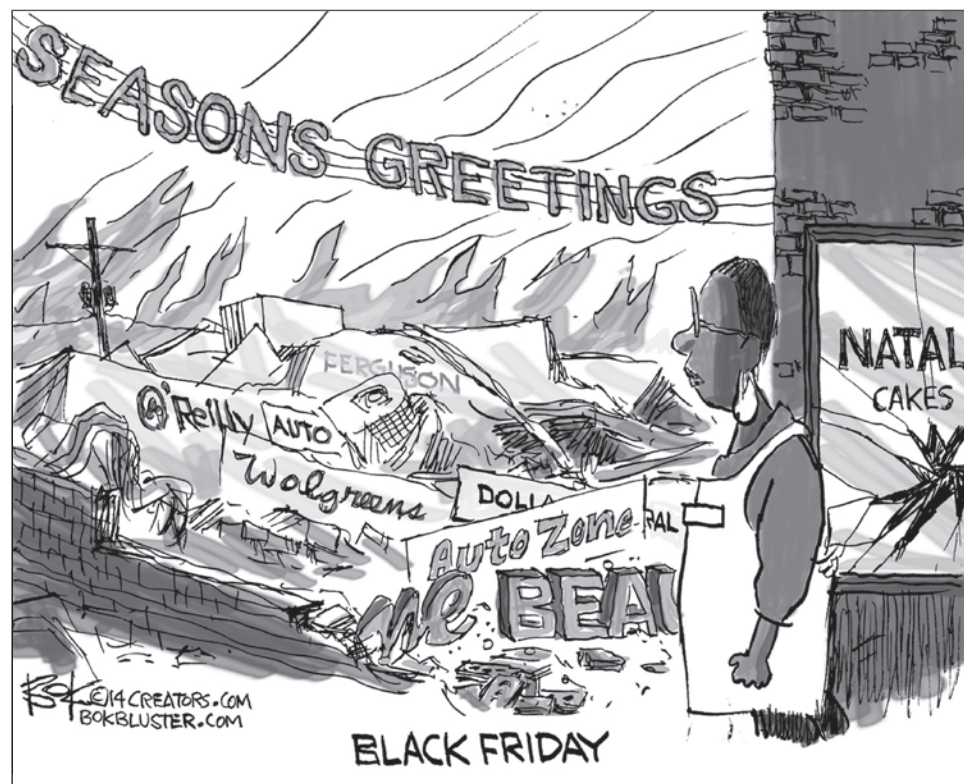
I run into people who say, "Well, I'm fine. I did what they told me to do, Doug. I socked away my money in a tax-deferred IRA and 401(k). I have a \$1 million nest egg. You have \$1 million in your plan; what's the difference?"

Here's the difference: You don't want to choose investments based upon which ones grow to the most; you want to choose retirement accounts based upon which ones will generate the most at the time in life you're going to need the money the most. And that's during retirement when you're no longer working to earn that income.

The sad reality is most of the tax-as-earned accounts wouldn't even last one year into retirement. Let's say you needed a net of \$100,000 a year to buy gas, and groceries, prescriptions, golf green fees, haircuts, etc. In an IRA or 401(k) with a \$1 million nest egg, how much do you think you would have to pull out to net \$100,000 a year? In a 33 percent tax bracket, you're going to have to pull out 50 percent more. So you'll need to withdraw \$150,000 and pay taxes of a third (or \$50,000), and then net \$100,000. And beware — because of inflation, that \$100,000 may only buy what \$25,000 bought just 15 years earlier.

At that rate, do you know that a \$1 million nest egg will be totally drained dry in 11 years — even if you were earning 10 percent on your money? If taxes go up to 50 percent (which many experts predict they will), you would have to pull out 100 percent more than you'd like to net. That would mean withdrawing \$200,000 a year to net \$100,000 and your nest egg would be depleted in 7 years.

see **ANDREW** page 16



Here are the four words an investor should never believe

"This time is different." Beware those four little words. They are perhaps the most dangerous words an investor can believe in.

If you believe "this time is different," you are mentally positioning yourself to exit the stock market and make impulsive, short-sighted decisions with your money. This is the belief that has made too many investors miss out on the best market days and scramble to catch up with Wall Street recoveries.



MARK LUND

Stock market investing is a long-term proposition — which is true for most forms of investing. Any form of long-range investing demands a certain temperament. You must be patient, you must be dedicated to realizing your objectives and you can't let short-term headlines deter you from your long-term quest.

If stocks correct or the bulls run away, keep some perspective and remember how things have played out through some of the roughest stretches in recent market history.

In 2008, many people believed the market would never recover. The Dow dropped 33.84 percent that year, the third-worst year in its history. That fall, it lost 500 points or more on seven different trading days. Some prominent talking heads and financial prognosticators saw the sky falling; they urged investors to pull every dollar out of stocks, and some said the only sensible move was to put all your money in gold. It wasn't unusual to visit your favorite financial website and see a "Dow 3,000!" pay-per-click doomsday ad in the margin.

The message being shouted was: "This time is different." Forget a lost decade, it would be a lost generation — it would take the Dow 10 or maybe 20 years to get back to

where it was again, the naysayers warned. Instead it took less than six — the index closed at 14,253.77 on March 5, 2013, to top the 2007 peak and went north from there. The bear market everyone thought was "the end" for Wall Street lasted but 17 months.

Where is the Dow today compared to fall 2008? Where are the S&P 500, the Nasdaq, the Russell 2000 compared to back then? And how has gold fared in the last few years?

While the Federal Reserve has played a significant role in this long bull run, record corporate profits have played a major role as well.

The stock market has seen remarkable ascents through the years. From 1982-87, the S&P 500 gained more than 300 percent. The 1990s brought a 9 1/2-year stretch in which the S&P rose more than 500 percent.

A recovery from a Wall Street downturn usually doesn't take that long. The bear market of 1987 — the one that came with Black Monday, the worst trading day in modern Wall Street history — was over in three months. The bursting of the dot-com bubble set off another bear market in 2000 that lasted a comparatively long 30 months — definitely endurable for an investor focused on long-term goals.

What happens when investors believe those four little words? They panic. They sell. If they are mostly or wholly out of equities when the bulls come storming back, they run the risk of missing the best market days.

We're looking at a turbulent stock

see **LUND** page 16

STERICYLE*from page 1*

based on the number of days the company operated its plant out of compliance with federal Clean Air standards.

"It provides a resolution to the violation but also a better situation moving forward for the residents and the company," division director Bryce Bird told *The Salt Lake Tribune*, adding the penalty holds a large, international company accountable and should act as a deterrent for it and other companies when it comes to violating pollution standards.

Alicia Connell, co-founder of Communities for Clean Air,

said her organization wishes that the agreement would have forced the company to leave Utah altogether.

"Due to the current laws and regulations, this is as good as it gets," she said. "We are grateful that Stericycle was willing to negotiate terms of when they will relocate, and we hope that they take it very seriously and that they move it forward as quickly as possible."

Stericycle, which operates the West's last remaining medical waste incinerator, has long been criticized by its neighbors because of its proximity to homes and schools in the Foxboro subdivision just west of I-15. In May 2013, the division issued a notice

of violation to the company, alleging that it had violated its permitted limit for emissions.

The U.S. Environmental Protection Agency has been conducting a criminal investigation into allegations the company's logs were deliberately altered and a new investigation was launched after a former employee told regulators about procedures at the facility.

Tim Wagner, executive director of Utah Physicians for a Healthy Environment, said the fine is appropriate, but that the delay in moving out of North Salt Lake is unacceptable. "We have some major concerns for over how long this could drag on," he said.

ACA*from page 1*

As of April 19 of this year, 84,601 Utahns had signed up for coverage at healthcare.gov, a huge rise even from a month earlier, when the figure was 39,902. Some adjustments subsequently have put the figure at an estimated 80,000.

"When if you look at some of the ways this number has come down, it's still pretty good," Stevenson said. "Certainly, if you would have asked us in October or November 210 that we would have signed up 84,000 people, we would have laughed hysterically and gone back to staring at our broken computers, because we never would have thought we would have gotten there, but we did."

Areas in Utah with the highest enrollment include South Jordan, Lehi and West Valley City.

"There's a lot of people out there in Utah who have a need for insurance that is not provided by their employer, and you're looking at ZIP codes where those people live, [and it] is not necessarily where you'd think there'd be a lot of support for the Affordable Care Act. But this shows us that there's a need that goes beyond just politics, that goes beyond just what people say publicly. But what they decide at their kitchen table can actually be quite different."

Utah's uninsured rate has fallen since 2011. One gauge shows Utah's rate fell from 11.6 percent in 2013, down from 13.4 percent

in 2011. Another gauge had it at 14 percent in 2013, down from 15.7 percent in 2012. By comparison, the U.S. rate was 17.3 percent last year and 14.5 percent this year.

But yet another measure puts Utah's rate at about 16 percent, about the same as before the ACA. Stevenson wondered if maybe some of Utah's 80,000-plus enrollees already had insurance but maybe got a better deal or deductible through ACA.

"It's going to take a little while to get some more data," he said. "The next Utah uninsured rate data release will be September 2015. Those of us who are nerd policy wonks will be sitting anxiously for that date to sort of see what happens because that will be the data for 2014, which will be the impact of the Affordable Care Act. So we've still got to wait a little time before we get some real measurement on this."

Healthcare.gov is now more user-friendly and has more competition and more choices for consumers. Salt Lake County now has 91 plans and will have 101 in 2015. For comparison, Grand County will see the number of plans rise from 40 to 53.

As for rates, those for the popular "silver" plans have risen only a little in Salt Lake County. Benchmark premiums have risen 2.8 percent for those plans, which have rates that vary based on enrollees' ages.

"This is actually a pretty small increase, 2.8 percent, here in Salt Lake County, especially when there was a lot of scare about how

ment. A bear market may right itself faster than presumed, and you want to be invested in equities when it happens. If you have questions about your money when jitters hit the market, turn to the investor coach you count on as a resource.

Mark Lund is the author of *The Effective Investor* and provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc.

these rates were going to go up 10, 15, 20, 30 percent," Stevenson said.

But he noted that premiums on the individual market had been on the rise before the ACA. The increase in 2008 was 9.9 percent and in 2010 was 11.7 percent.

"If our plans are going up 2 to 3 percent, which is sort of where the means and medians are, we're not doing too bad. Certainly, some plans have gone up more and of course if incomes changes and things like that, some people could see some higher premiums as well, but we're not in that double-digit territory that we were in before the Affordable Care Act," he said.

"So there's been some improvement there, I think you could say. A lot of this could also be because of the recession, not because of the Affordable Care Act, but when you have a lot more competition and a lot more transparency like we have on healthcare.gov, that tends to help things."

DETECTOR*from page 8*

Zang said scanners with the new technology "could be used by the military, police, first responders and private industry focused on public safety."

Unlike the today's detectors, which analyze the spectra of ionized molecules of explosives and chemicals, the Utah carbon-nanotube technology has four advantages:

- It is more sensitive because all the carbon atoms in the nanotube are exposed to air, "so every part is susceptible to whatever it is detecting," said study co-author Ben Bunes, a doctoral student in materials science and engineering.

- It is more accurate and generates fewer false positives, according to lab tests.

- It has a faster response time. While current detectors might find an explosive or gas in minutes, this type of device could do it in seconds, the tests showed.

- It is cost-effective because the total amount of the material used is microscopic.

The study was funded by the Department of Homeland Security, Department of Defense, National Science Foundation and NASA. Zang and Bunes conducted the research with postdoctoral fellow Miao Xu and doctoral student Yaqiaong Zhang. Zang also is with the Nano Institute of Utah.

ANDREW*from page 15*

With alternative tax-advantaged strategies, you would only have to pull out \$100,000 to net \$100,000, because it's tax-free. When everybody else is out of money, you would still have your \$1 million nest egg. If you or your spouse make it to age 96 (which is life expectancy for a baby boomer couple), you would have another 20 years of \$100,000 in tax-free income. Twenty years times \$100,000 is \$2 million more, and you still have your original \$1

million. That's a \$3 million better retirement strategy.

I'm guessing you would rather use the kind of strategy that leaves you with a robust nest egg, rather than one that leaves you with a rotten, penniless nest egg before your life is done. Don't put off until tomorrow what you can do today — start exploring your options now, so you can have more at a time in life when you need it most, and still have enough to pass along to the people you care about most.

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



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UTAH'S BUSINESS JOURNAL

LUND*from page 15*

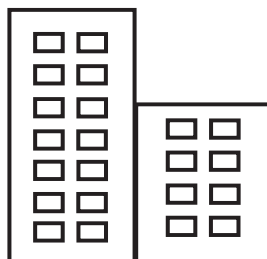
market right now. This is the time for patience. Withdrawing money from a retirement savings account (and the investment funds within it) might feel rational in the short term, but it can be hazardous for the long term — especially since many Americans haven't saved enough for retirement to start with. A recession is a few quarters long, not the length of your retire-



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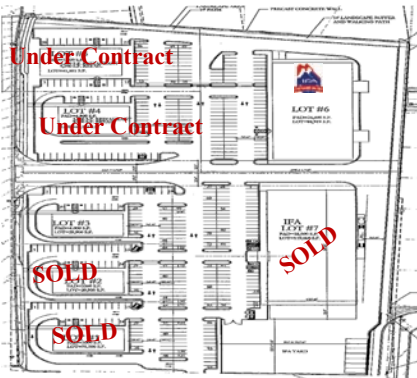
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Kym McClelland
801-573-2828

GREAT INVESTMENT! Office/Retail/Warehouse

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

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



Errol Childs 801-560-0034



Free Standing Professional Office Space
8925 South 2700 West-West Jordan



FOR SALE: \$359,000

Single level brick building with good
curb appeal. Individual office spaces
with large reception area. Additional
ground in rear for expansion or future
parking. Perfect for medical, dental or
professional type of use.



- Approximately 2,856 SqFt
- Low maintenance exterior
- Ample parking
- Kitchen/break room built-in cabinets and
file storage
- New roof in 2008 & 1 acre lot

Sue Mark-Lunde 801-580-2378

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



For Lease: \$14/NNN

3rd Floor

- 3,024 USF-3,478 RSF
- 13 Offices, Conf. Rm/Reception



4th Floor

- 4,918 USF-5,656 RSF
- 4 Offices, Reception, Lrg Open
Area

GEORGE RICHARDS, CCIM 801-631-9963

Centrally Located Office Space-For Lease
740 E. 3900 S.



\$12.50/Full Service*
1,350 Sq. Ft

4 Offices, Reception Area &
Waiting Room
Main Floor Space
Newer Paint & Carpet
Updated Baths



*Excludes Interior Janitorial

TERRY CONONELOS 801-205-7019

Commercial Land-Great Location
3592 South 8400 West-Magna



For Sale:
\$785,000
1.51 Acres

Many Potential Uses
Great Corner Lot

GEORGE RICHARDS, CCIM 801-631-9963

Naylor Farm Office Building
3823 West 9000 South



Lease Rate:
\$14.00 - NNN

Once Space Left! 1,425 Square Feet!

GEORGE RICHARDS, CCIM 801-631-9963

3.04 Acres -
\$1,200,000

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

Bijan Fakhrieh
801-918-9000





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



Kristi Chapman serves as Vice President, Relationship Manager and Commercial Lender for Wells Fargo’s Business Banking Group in Salt Lake City.

Kristi, a financial services veteran with more than 18 years of experience, provides Treasury Management solutions to Wells Fargo Business Banking customers, which helps streamline daily business operations. In addition, Kristi provides all types of lending for business customers.

She has held many leadership roles with Wells Fargo including, Sales Development Consultant, Branch Manager, and Assistant Branch Manager.

Kristi is a graduate of the University of Phoenix, where she earned a bachelor’s degree in business management.

Kristi is actively involved in the community and has led and volunteered in several service projects benefiting individuals and animals in need including, UNICEF, Best Friends Animal Sanctuary, and Salt Lake Animal Shelter. She also serves as co-chair for the Wells Fargo PRIDE Utah Team Member Network.

Membership:
Jami Marsh
(801) 947-8300

Sponsorship:
Bridget Elliott
(801) 699-6422

www.crewutah.org
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Northgate
BUSINESS PARK

\$165 and up
Ben: 801-891-6927
James: 801-891-6932

Absolutely the best deal in town!

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

Amenities Include:

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

Catch this incentive soon.



Take your small business to the next level with solar incentives. It only takes a few minutes to apply and going solar means reducing energy usage and long-term savings. The Utah Solar Incentive Program will accept applications from January 15 through January 28, 2015. To apply, call **1-888-221-7070** toll free or visit rockymountainpower.net/solar.



Let's turn the answers on.