

INSIDE



Utah Hospital List

Our state has a ton of great hospitals — some of them are world-class. Today we list those institutions with information about each.

pages 16-18

Industry News Briefs

page 7

Business Calendar

page 8

Real Estate Section

pages 20-23

Utah has 'all the pieces' to be medtech center

Brice Wallace
The Enterprise

Utah has all the elements needed to be a center for medical technology, a targeted industry “you should chase,” according to a medtech leader.

Speaking at the Utah Life Science Summit, presented by industry association BioUtah, Mark Paul said the components necessary to thrive in medical technology innovation need to align in order to get a bigger piece of the \$1.2 trillion industry.

“I know I’m preaching to the converted here. You’re already in on this deal,” the president of Stryker Neurovascular, a California-based company with a manufacturing facility in West Valley City, told the crowd.

“But we’ve got another million and a half people out there that need to understand that the state of Utah has the opportunity to go get a whole lot of this \$1.2 trillion opportunity.

“And the question I have for those in industry and those in banking and educators who are here and hopefully some legislators and some governor representatives is, what do you want to do about that?”

Among the elements in place but not aligned are low manufacturing costs, diverse higher education, talent for various functions, infrastructure and the support network, investment access to capital, and an engaged legislature and governor, he said.

Utah has an opportunity to mimic the success experienced in Ireland, where gov-

ernment, industry and education aligned and spent more than \$10 billion over 15 years to drive the industry, he said. As a result, 24,000 jobs were created at 160 life sciences companies, their sales have reached \$7.5 billion and they have spun out 100 cluster companies.

“I truly believe when you look at it, all the pieces are here in the state of Utah. You’re one of the rare places that’s very similar to Ireland. I actually think you’re ahead of Ireland when they first started. You’re way ahead,” Paul said.

“And when you look at all the pieces that exist, I’m telling you, when you push them together, when you link, when you align and when you strategize and give it

see **MEDTECH** pg. 6



Sandy's 1.3 million-square-foot South Towne Center Mall and Marketplace has been sold to a partnership of mall operators and investors.

South Towne Center changes hands

A partnership between Pacific Retail Capital Partners, Silverpeak Real Estate Partners and the Merchant Banking Division of Goldman Sachs has announced that it has acquired the 1.3 million-square-foot South Towne Center Mall and Marketplace in Sandy.

South Towne Center is a two-level, 966,000-square-foot enclosed regional mall featuring approximately 150 shops and restaurants with well-performing anchors, including Macy’s, Dillard’s, JCPenney and Utah’s largest Forever 21, according to a

release from the new partnership. The adjacent 312,000-square-foot Marketplace is anchored by SuperTarget.

“The property benefits from its prime location in the heart of Sandy’s Civic Center, with excellent access and visibility off I-15, as well as its proximity to the area’s top ski resorts. This unique location allows South Towne Center to appeal to both a strong base of local customers as well as visitors,” said Steve Plenge, managing principal of

see **SOUTH TOWNE** pg. 5

Eagle Mountain votes to get out of the utility business

Two utilities in Utah were winners in last week’s elections. Eagle Mountain residents overwhelmingly gave their approval to a measure that authorized the city to sell its utility infrastructure. Rocky Mountain Power will provide electric service and Questar Gas will provide natural gas service to the fast-growing community. The measure was approved by 73 percent of the city’s voters.

“I believe the proposed sale of the utilities is one of the biggest decisions Eagle Mountain has ever faced,” Mayor Chris Pengra said. “This decision will surely play a significant role in our future.”

Five of the city’s elected officials were in favor of the sale, while one, Richard Steinkopf, was against divesting the city of its power and gas companies.

“Eagle Mountain City leaders deserve an enormous amount of credit for their transparency in communicating with residents about the decision to sell the system,” said Rocky Mountain Power customer and community director Lucky Morse. “We are

see **EAGLE MTN** pg. 6



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



FINANCING UTAH'S ECONOMIC GROWTH

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



Speaker paints alarmist picture of possible future of ski industry

Porter Fox has a dire long-term forecast for Park City: no snow.

The skier, environmental activist, writer and author of the book *Deep: The Story of Skiing and the Future of Snow* said last week that the famous Utah ski town could have zero snow by the year 2100 if the effects of climate change are not thwarted.

"They're an endangered species right now, ski resorts," Fox said at a speech at Weber State University. "Not in this generation, [but] certainly in the next and absolutely in the one after that."

Fox said global warming is causing snow to melt, a situation visible to communities like Ogden — those at elevation and at the foot of mountains.

"The truth is, we're the canaries in the coal mine," he said. "We are the ones who are seeing visible change from climate change in our backyards. We're seeing it first, along with those folks living at sea level."

Scientists are predicting that much of North America's snowpack will disappear in the next 30 to 75 years, he said. In the past

50 years, 1 million square miles of spring snowpack has vanished from the Northern Hemisphere, the rate of winter warming in the U.S. since 1970 has tripled, and Rocky Mountain spring snowpack has shrunk by 20 percent during that period. In Europe, the Alps lost half its glacial ice in past 150 years, he said.

Glaciers and snowpacks are prone to natural cycles and fluctuations, but those typically occur over thousands of years, he said. Human activity has resulted in severe changes over the past 150 years, especially in the past 30 years, he said.

If steps are not taken, a worst-case scenario could mean a 7- to 11-degree average rise in global temperatures by 2100, with land areas, the U.S. west and higher elevations affected most, especially at night — "which is a worst-case scenario for the ski industry, especially for those resorts that think they can just make snow at night and that's how they'll get through this problem," Fox said.

What's more, half of the resorts in the U.S. Northeast could close in the next 30 years because

of unreliable snow, and a lack of snow already is being seen in southern New England, New York and Pennsylvania. By mid-century, the Cascades and Sierra Nevada could have 40 to 70 percent less snow, he said. A lack of snow could close two-thirds of European ski resorts in the next 50 to 70 years, and the spring snowpack in the Rockies could shrink by 25 percent to 100 percent by the end of the century, he said.

The environment impacts aside, such a reality would devastate Utah's economy. The state has about 4 million skier visits a year, giving the industry a \$750 million annual economic impact. Fox said that the difference between a good snow year and a bad snow year already produces a swing of 14 percent, or \$150 million in economic impact, and 2,000 jobs.

"That's just in a bad snow year," he said. "What we're looking at in the future is much more serious than that."

That worst-case scenario could result if Congress remains in deadlock, fossil fuels continue to be used, more greenhouse gases are released into the air, and car-

bon moves from the ground into the atmosphere and warms the planet. Skiing would be "the first domino" but other ramifications include a shrinking supply of fresh water, he said.

"I don't think it's going this way," Fox said. "I think we're waking up and realizing we created this problem, we know how to solve it and we're going to start taking steps to do that."

"The good news is we know what's happening. We know how to fix it. The hard part is trying to get people to listen and realize that this is not, it never was and it never will be a political matter. This is a scientific matter and this is something that we need to address as citizens, as businesses and as government."

Nonetheless, Fox said it likely is too late to do "little things" to effect change. He said a national policy is needed on the matter and that the damage could be stopped over the next 100 to 200 years and then reversed.

"It will take a long time, it

will take lifestyle change, but in the end we'll simply be doing things better," said Fox, who encouraged people to join the winter-sports activist group Protect Our Winters. "[We will have] better businesses, we will have better snow, we will have better communities and better economies."

The sky industry "is trying" to make changes, but resorts have become real estate entities and are hesitant to talk about a future lack of snow because it could hurt real estate investment and development, he said.

Special interests, he added, have made climate change a polarizing issue, and doubters exist despite 99 percent of scientists being in agreement on the matter.

"If 1,500 doctors from over 100 countries around the world came out and ... said, 'Your daughter has cancer,' you're probably not going to say, 'You're full of it,'" Fox said. "You're going to say, 'Well, what do we do? What's the best course of action?'"

Home prices continue upward trend in Utah

Salt Lake City area home prices increased by 4.7 percent in September 2014 compared to September 2013, according to data released last week by CoreLogic, a global property information, analytics and data-enabled services provider.

On a month-over-month basis, home prices, including distressed sales, decreased by 1.1 percent in September 2014 compared to September 2013 in the area.

Excluding distressed sales,

year-over-year prices increased by 5.6 percent in September 2014 compared to September 2013. On a month-over-month basis, excluding distressed sales, the CoreLogic Home Price Index indicates home prices decreased by 1.0 percent in September 2014 compared to September 2013.

Home prices nationwide, including distressed sales, increased 5.6 percent in September 2014 compared to September 2013. This change represents 31 months

of consecutive year-over-year increases in home prices nationally. On a month-over-month basis, home prices nationwide, including distressed sales, dropped by 0.1 percent in September 2014 compared to August 2014.

At the state level, including distressed sales, all states showed year-over-year home price appreciation in September. Two of those states, Michigan and Montana, showed double-digit year-over-year growth.

BioFire to consolidate five locations in new building

BioFire Diagnostics has announced plans to expand in Research Park at the University of Utah with a new \$55 million facility. The company expects the expansion to bring 750 new jobs to Utah over seven years.

Salt Lake City currently serves as headquarters for BioFire which manufactures and distributes the FilmArray system, a clinical test panel technology for a broad range of respiratory, blood-stream and gastrointestinal infections.

BioFire CEO Randy Rasmussen and parent company bioMérieux founder Alain Mérieux were joined by state and local of-

ficials at an event to announce the 19-month construction project for the new facility. An official groundbreaking is planned for March 2015, with an estimated completion date set for September 2016.

"Utah's innovative and educated business climate has been vital to the growth and success of BioFire and we are thrilled to return the favor by demonstrating our long-term commitment to the state's economy with this significant investment," said Rasmussen. "Our new center will give us the ability to evolve by continuing to tap into Utah's well-educated workforce, and provide us with

the high-tech facilities needed to continue to push the boundaries of molecular diagnostics testing."

Designed by FFKR Architects and constructed by Oakland Construction, the 270,000-square-foot building is planned to meet LEED Silver standards and include more than 90,000 square feet of manufacturing space, two levels of underground parking and a full cafeteria.

Today, BioFire's operations — research and development, manufacturing, distribution and support — are spread throughout five separate buildings across Research Park.

Construction underway on 6-story Progressive Leasing headquarters

Progressive Leasing, a virtual lease-to-own company, has broken ground on a six-story building as an expanded project for the company's new headquarters. Gov. Gary R. Herbert and Draper City Mayor Troy Walker attended the groundbreaking celebration to promote Utah as "the best state to grow business."

"As one of the fastest growing companies in Utah, Progressive Leasing has thrived since its inception 15 years ago and is on track to reach \$1 billion in revenue in 2015," said John Robinson, CEO of Progressive Leasing and executive vice president of Aaron's Inc. "We believe the fantastic people working at Progressive are the reason the company has been such a success. The level of talent and work ethic of the people in the community is unbelievable and one of our true competitive advantages in the marketplace."

"For the past three years, Utah has been named by *Forbes* as the 'Best State for Business and Careers,'" said Herbert at the event. "Utah has the nation's second highest job growth and offers post-performance tax incentives to businesses that create jobs. More and more, businesses like Progressive realize Utah truly is the best state to grow business."

Utah natives Brent Wilson and Curt Doman founded Progressive in 1999 as a non-traditional purchase assistance option for credit-challenged consumers. Progressive now provides its unique solution to retail partners across the nation. In April, Aaron's Inc., a leader in the sales and lease ownership and specialty retailing of furniture, consumer electronics, home appliances and accessories, acquired Progressive, now operating as a wholly owned subsidiary. Over the past three years, Progressive has added 600 jobs to Utah's local economy and is poised to continue that growth.

Located in Draper, Progressive's new headquarters will house 700 employees who build advanced technical and customer support solutions for their retail partners and lease-to-own customers across the nation.



After a seven-year hiatus, the Midtown Village project in Orem has been reborn as Midtown 360.

Ritchie Group revives Orem's Midtown Village

After nearly seven years of dormancy, an Orem development is awakening.

The Ritchie Group and Evergreen Properties have acquired Midtown 360, formerly known as Midtown Village, a project that stalled when the housing bubble burst in 2008.

Plans call for Midtown 360 to eventually have more than 550 Class A multi-family apartment units.

“Our goal is to make sure what was started is finished and that this site becomes one of the premier residential and commercial spots to live and do business,” said Ryan Ritchie, founder and principal at The Ritchie Group. “The term ‘360’ connotes a complete turnaround, which symbolizes the transformation about to take place at Midtown 360.”

Midtown Village broke ground in 2004 with a number of residential units being pre-sold before construction began. With the housing bubble bursting four years later, the project lost funding and development stalled, leaving it partially completed, half-abandoned and in litigation that wasn’t resolved until late 2012.

The next year, The Ritchie Group began pursuing the distressed project and ultimately put it under contract in the spring of this year. The project is backed by PCCP LLC, a \$6 billion dollar real estate finance and investment management firm focused on commercial real estate debt and equity investments.

The first phase of development includes completing the South and North towers. The South Tower is ready to take on retail and residen-

tial tenants, with 30,000 square feet of Class A retail space available for immediate occupancy.

The South Tower has 41 residential apartments occupied and 88 more units will be ready for occupancy within six months.

The North Tower is set to be completed in 18 months, adding 157 residential units and another 30,000 square feet of retail.

The Ritchie Group selected Coldwell Banker Commercial Intermountain to manage the leasing of over 60,000 square feet of retail space.

Construction of a West Tower is expected to begin in 12 to 18 months and will consist of 250 residential units.

The original design for 100,000 square feet of office space was scrapped in order to create more parking for visitors and tenants. All phases of Midtown 360 will include ample surface and underground parking for residents and commercial tenants.

The project will feature resort-style amenities and common areas. Highlights include a community library, indoor basketball court, rooftop lounge and central atrium in both towers.

“If you look at Midtown 360’s current tenants, you can see the site location is obviously set up for success,” said Lew Cramer, president and chief executive officer at Coldwell Banker Commercial Intermountain. “Pizzeria 712 provides one of the finest products and service experiences in Utah County. This is partially because of the amazing effort the restaurant employs to leverage its location and space.”

Attorneys from Kirton &

McConkie were engaged to help entitle and close the complex transaction.

“Completing the contract was an arduous process, but a great team brought this transaction to fruition,” said Paul Ritchie, founder and principal at The Ritchie Group. “We conducted a rigorous plan of action to ensure that that the city of Orem was completely onboard with our plan moving forward. Mayor [Richard] Brunst and the Orem City Council really brought the community together to make this deal happen.”

In 2004, the council adopted a resolution creating a special improvement district at Midtown for the construction of approximately 300 city-owned parking stalls. By 2009, the city had issued special assessment bonds totaling \$3.94 million and Midtown was obligated to pay annual assessments. While every annual payment due has been paid to the city, these bonds have been a source of contention and concern to many Orem citizens. With the recent purchase by Midtown 360, the remaining \$2.99 million special improvement bond balance owed to Orem has been paid in full.

TECHNOLOGY POSITION OPENING

Electronic Arts, Inc. has an Interface Designer II position open in Salt Lake City, Utah. Create UI that is easily understood by target demographic and is aesthetically beautiful and innovative. For more info and to apply, go to careers.ea.com.

WGU is 'best value' among online learning opportunities

The best value in online college degrees is available from the Western Governors University, according to the publisher of a free guide covering the nation’s online universities and colleges.

OnlineU named WGU, with its annual tuition of \$5,780 for most programs, as the best overall value in its new Best Value Online Colleg Rankings. The rankings were compiled using data from the National Center for Education Statistics, the Federal Student Aid Office and the schools’ official websites. Student reviews from GradReports.com also factored into determining a school’s value.

WGU was founded in 1995 by the 19 members of the Western Governors Association. Utah’s then-gov. Mike Leavitt was the chair of the organization and a major driving factor in the university’s establishment.

WGU’s tuition is charged at a flat rate, which means in addition to being remarkably low — about half the cost of many other online universities — it also allows students to complete as many courses as they are able within a six-month term. WGU’s competency-based programs measure learning, not seat time, so as soon as a student has mastered a course’s subject matter — real-world competencies developed with employer input — they complete an assessment to demonstrate their knowledge and then move on to the next course. Students who dedicate more time to studying, as well as students whose work and previous college experience have armed them with prior mastery of certain subjects, can often accelerate, completing many more courses than the standard full-time load, graduating faster and saving money.

In addition to taking the top overall spot on the list, WGU

earned a top ranking in five of the guide’s program-specific rankings. WGU ranked first in accounting, business, education and human resources and second in nursing.

WGU serves more than 50,000 students in all 50 states and has awarded more than 40,000 bachelor’s and master’s degrees in the 17 years since it opened its virtual doors. The OnlineU ranking is the latest in a string of awards and recognitions dating back to the university’s founding.

WGU offers 55 degree programs — including bachelor’s and master’s degrees as well as post-baccalaureate and teacher endorsement preparation programs — in four disciplines: business, information technology, teacher education and nursing.

Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West Ste. NE220

Salt Lake City, Utah 84103

801-533-0556 FAX 801-533-0684

www.sjenterprise.com

PUBLISHER & EDITOR

R. George Gregersen

PRESIDENT

David G. Gregersen
david@sjenterprise.com

VP/GENERAL SALES MANAGER

Dale Dimond
dale@sjenterprise.com

MANAGING EDITOR

John M. Rogers
john@sjenterprise.com

CONTROLLER

Richard Taylor
richard@sjenterprise.com

OFFICE MANAGER

Dionne Halverson
dionne@sjenterprise.com

REAL ESTATE SECTION

Rhonda Bachman
rhonda@sjenterprise.com

CIRCULATION

Subscription inquiries:
subscribe@sjenterprise.com

ADVERTISING INQUIRIES

david@sjenterprise.com

TO CONTACT NEWSROOM

john@sjenterprise.com

ART SUBMISSIONS

art@sjenterprise.com

Subscription Rates:

Online only, \$55 per year

Print only, \$65 per year

Online and Print, \$75 per year

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

© 2013 Enterprise Newspaper Group Inc.

Periodical postage paid at Salt Lake City, Utah

POSTMASTER: Send address corrections to:

P.O. Box 11778, Downtown Station
Salt Lake City, Utah 84147

AMERICA FIRST
CREDIT UNION

Build your business with Utah's #1 credit union.

Choose us for the products & services that keep your company on top.

americafirst.com • 1-877-AFCUBIZ • More than 100 branches • [f](#) [t](#) [i](#) [m](#) [l](#)

NCUA Federally insured by NCUA/Equal Housing & Opportunity Lender.



'USTAR Confluence' features tech discussions, exhibits & tours

Last week's two-day "USTAR Confluence" was a combination of university research project reviews, discussions about technology commercialization, booth exhibits, a reception and nanofabrication facility tours.

But Stacy Pierce was hoping it also would be a mixer.

The principal engineering manager for Rockwell Collins, managing engineering teams in Salt Lake City and Orlando, Florida, Pierce kicked off "USTAR Confluence: Where Research Meets Commercialization" by encouraging student researchers at the University of Utah and Utah State University to get to know each other.

Pierce hoped the combination of school colors red and blue would metaphorically lead to some purple.

"Utah State, yours can be more plum, a little bit more blue than red, [but] still purple. University of Utah, may be magenta, a little more red than blue. But I want you to think about what you're hearing from the other university," she told the crowd gathered at the U. "Try to think how you can take two good ideas and make a great idea. That's when true innovation can happen."

For an example of what is

possible, Pierce described the early days of Evans & Sutherland Computer Corp., a 1968 startup that would create the computer graphics industry and become a worldwide leader in simulation and visual systems technologies.

Dave Evans, founder of the University of Utah's computer science department, collaborated with Ivan Sutherland, at the time an associate professor of electrical engineering at Harvard University, on work based on the idea that computers could be used interactively for a variety of tasks.

Pierce described Sutherland as a man devoted to his work as a professor and researcher, while Evans wanted to create as many jobs as possible in Utah and enhance the state's economy.

"Two very different people. ... Amazing men," she said. "Two different paths — dramatically different paths. ... Who are you? What is your passion?"

E&S eventually would become a public company and in 2006 sold its simulation business to Rockwell Collins. It now specializes in digital theaters and planetariums.

USTAR, the Utah Science Technology and Research initiative, was started after a legislative

funding bill was passed in 2006. It is designed to increase technology commercialization and create high-caliber jobs throughout Utah.

"The USTAR story really

is where research meets commercialization," Pierce told the crowd. "It's how to make the great research that you're doing become a product or an innovation of a company that ends up resulting

in a return on investment. So, just like a company, that's what USTAR needs. They've invested in you, and hopefully you'll come back and make a difference in this great state."

Acquisition will mean new CX company

Maritz Holdings Inc. and South Jordan-based Allegiance Software Inc. have announced the intent to create a new independent company, MaritzCX, through the acquisition of Allegiance by Maritz and the subsequent combining of Alliance with Maritz Research Inc.

Carine Clark, president and CEO of Allegiance, has been named CEO of MaritzCX. The new global company will be headquartered in South Jordan and will have 100 employees locally and 800 other employees in 18 worldwide offices. Maritz was founded in 1973.

MaritzCX will have combined revenues of nearly \$200 million in its first year, according to company officials. It plans to double the number of software developers, account teams, sales personnel and customer service staff in Utah over the next three years.

The merger of Maritz Re-

search's experience and Allegiance's software/IT expertise was motivated by a gap in the industry, said a release announcing the acquisition. The company leaders said retailers and other companies are seeking a loyalty tool to help them understand and influence the customer experience (CX) — a tool the company thinks it can provide.

"The impact of customer-churn is measured in trillions of dollars, so the ability to see, sense and act upon the experience of every customer is critical," said Clark. "As MaritzCX, we will accelerate the flow of CX intelligence from months to minutes on an organization-wide scale. We will automate actions and influence the triggers of customer happiness over the lifetime of relationships."

Maritz Research is recognized globally for its CX traditional research, mystery shopping, data

collection, analysis and consulting. Allegiance is the developer of a voice-of-the-customer software platform and Spotlight data mining software that is currently used by more than 350 companies.

"The CX industry is growing at a staggering rate," said Steve Maritz, chairman of Maritz Holdings. "People can interact with companies in a matter of seconds. One bad experience can influence millions of people and cost millions of dollars. Our customers are asking for more help to keep up and get ahead. As the pace of business steadily increases, we have to turn customer experience programs into operational business processes that run in real time."

Industries that regularly use CX tools for communication and marketing include automotive, healthcare, hospitality/tourism, financial services, technology, telecom and retail.



**CONNECT.
ASPIRE.
LEAD.**

**WOMEN
& BUSINESS
CONFERENCE 2014**

November 18, 2014 | Little America Hotel
500 South Main Street | Grand Ballroom | Salt Lake City, Utah

Keynote Presentation

Stand Up, Speak Out, and
Take a Seat at the Table

Bridget McCarthy Lasda, Coca-Cola

Plenary Session

Advancing Women to the Top

Goldman Sachs
10,000 Small Businesses

ATHENA Award

Peggy Larsen

Senior Vice President, WCF

Pathfinder Award Honorees

Patrice Arent
Utah State House
of Representatives

Juanita Damon
American Express
Centurion Bank

Martha Eining
University of Utah

Denise Winslow
Wells Fargo

Conference Free w/ Registration | ATHENA Awards Luncheon \$75
Suggested donation of \$30. Register at slchamber.com/womenandbusiness

To donate a prize to the conference, please email athena@slchamber.com or call 801.328.5077

The WBC is funded in part through a Cooperative Agreement with the U.S. Small Business Administration

TITLE SPONSORS.



EVENT SPONSORS.



One Place, So Many Possibilities.

SUPPORTING SPONSORS.

Avalanche Studios

CBRE

Enterprise Newspaper Group

Intermountain Healthcare

MediaOne of Utah

Coca-Cola

County seeks developer input

Salt Lake County wants to gauge interest in the private development of a 3.11-acre site that will include a new district attorney's office.

A request for information (RFI) has been released by the county's contracts and procurement office. Interested parties may obtain a copy of the RFI and submit their contact information to Teresa Young, in the Contracts and Procurement office, either through the mail or by email to tyoung@slco.org, no later than Dec. 3 at 2 p.m.

"We acquired the ideal property, adjacent to the Matheson Courthouse, for construction of a new building to house the district attorney's office," Salt Lake County Mayor Ben McAdams

said. "Owning the building, rather than continuing to lease space, will save county taxpayers millions of dollars. The 3.11-acre parcel has room for additional development and we are going out to the private market for ideas about how to maximize its potential."

McAdams said RFIs are commonly used by federal, state and local government. He said potential developers are typically willing to provide information in order to learn more about the proposed project.

The RFI highlights the county's view of the project as a potential "public-private partnership" that leverages the downtown location near a transit stop and the opportunity to create a mixed-use development on the block, he said.

Sportsman's to open in Heber

Sportsman's Warehouse has announced plans for a new store in Heber City, scheduled to open in spring 2015. Along with a new store in Klamath Falls, Oregon, these locations will be the fifth and sixth stores out of a planned total of eight or nine new locations scheduled to open next year. The Heber City location will be the seventh store in Utah.

"We are very excited to provide our passionate customers in these smaller communities the broad selection of products and the outstanding service that Sportsman's is known for," said Sportsman's CEO John Schaefer.

Sportsman's Warehouse sells hunting, fishing, camping and shooting merchandise.

SOUTH TOWNE

from page 1

Pacific Retail Capital Partners. "While the mall continues to perform well, we believe there are opportunities to improve the experience in a way that will make it dramatically more attractive to both shoppers and tenants."

The partnership intends to execute a large-scale renovation that will feature a significant mall "makeover" to give the center a look and feel that reflects its location not only within the city of Sandy but also its proximity to the popular Little Cottonwood Canyon resorts of Snowbird and Alta.

"The center is a logical gathering spot for the community but in recent years has not seen the capital expenditures necessary to provide a top-notch experience that its customers deserve," said Gary Karl, executive vice president of Pacific Retail Capital Partners. "Our plan is to renovate all elements of South Towne Center in a way that reflects the region's design aesthetic and outdoor lifestyle. We will create new entrances and indoor areas that use rich materials such as stone and wood, cozy and comfortable seating areas as well as elements that bring the outdoors inside."

"The mall already draws eight

million visitors per year and can be made an even more attractive destination with a new design that creates a more contemporary feel and offers more shopping, entertainment and dining options to its customers," said Constantine Tujios of Silverpeak Real Estate Partners.

The Los Angeles office of Gensler Associates has been hired to create the new design. Current plans include upgrades to the mall's infrastructure such as lighting, flooring, restrooms including a family restroom facility, a new children's play area and a revamped food court with expanded food offerings. In addition, to re-imagining the entire South Towne Center experience, Gensler's design will take into account the city's vision for the Civic Center Area evolution as detailed in its 30-year development plan, the announcement said.

Pacific Retail will oversee all operations at South Towne Center as well as its renovation. The company has significant experience in the management, leasing and repositioning of large regional malls. Its investment and management portfolio includes the West Oaks Mall in Houston; Yorktown Center in suburban Chicago; Colonie Center outside Albany, New York; and Broadway Mall on Long Island, New York.



From left, Joe Francis, representing the International Franchise Association; Kory Coleman and Kent Coleman, owners of Big O Tires franchises in Utah; and Jeff Tews, also of IFA; at the ceremony recognizing the Colemans as Franchisee of the Year.

Big O Tires owners receive international recognition

Utah Big O Tires franchisees Kory Coleman and Kent Coleman have been honored by the International Franchise Association with its annual national Franchisee of the Year Award.

"The strength of the U.S. economy significantly relies on the hard work of franchisees," said IFA president and CEO Steve Caldeira. "IFA is proud to recognize the outstanding efforts of Kory and Kent with the Franchisee of the Year Award and thank them for their work in the promotion of franchising as well as for their daily contributions that not

only showcase how local business owners propel the economy, but also foster community ties throughout the U.S."

The award was presented at IFA's 15th Annual Public Affairs Conference in Washington, D.C. last week.

"The entire Big O Tires network is extremely proud of Kory and Kent, not only for receiving the honor of Franchisee of the Year Award, but also for all of the work they do throughout the year in their local community and for our Big O customers," said Brant

Wilson, senior vice president of franchising for Big O.

In 2006, Kory Coleman and his younger brother, Kent, bought their first Big O Tires store in Murray. Shortly thereafter, they purchased an additional location in Salt Lake City, and have since added two stores in Ogden. Kory provides financial guidance and operational expertise to their Big O Tires business while Kent oversees the accounting and marketing and works with key people to manage the day-to-day operations of the stores.



UTAH PRIVATE HEALTH EXCHANGE™

- Utah Private Health Exchange, transforming an employer's health benefit plan into one that **puts economic purchasing power and decision-making into the hands of participants.**
- Utah PHE provides businesses of 2 to 50 employees with a personalized private exchange with multiple coverage options from one insurance carrier and one insurance agent. **One invoice. One customer service number. One source for answers, resolution and responsibility.**
- Choices include Regence BlueCross BlueShield of Utah's Participating Network, covering **Utah's 49 hospitals and 93% of Utah physicians.**

Matthew A. Spencer
INSURANCE AGENT | BROKER | CONSULTANT

www.UtahPHE.com | matt@UtahPHE.com
 PH 801.463.0330 | FX 801.463.0509
 P.O. Box 520928 | Salt Lake City | UT 84152

Utah Private Health Exchange is not affiliated with any State Exchange or Federal Marketplace. Insurance License #46845 and #485041.

EAGLE MTN

from page 1

grateful Eagle Mountain City residents took the time to listen to how Rocky Mountain Power can meet the needs for the city's future growth."

On Aug. 19, the Eagle Mountain City Council accepted the \$21.6 million bid from Rocky Mountain Power and let voters make the final decision through the referendum vote. Rocky

Mountain Power also agreed to spend another \$600,000 to make service to the city more reliable.

Questar agreed to purchase the gas distribution assets of Eagle Mountain last summer pending last week's approval from the electorate.

"We're pleased to have this agreement with Eagle Mountain," said Craig Wagstaff, Questar Gas executive vice president and COO. "Located southwest of Salt Lake City, this municipal natural gas system serves more than 6,000

homes in one of Utah's fastest-growing areas. The purchase will provide Questar Gas with operational advantages and a good return on our investment."

Rocky Mountain Power will continue to work with Eagle Mountain City officials to resolve the city's pending power supply contracts. The utility has offered jobs to Eagle Mountain City electric system employees and is working with them to fully transition electric service to customers early next year.

MEDTECH

from page 1

time, the seeds of this industry are here and we'll have a bountiful harvest. And I think that on the economic game board, all those pieces are here, and the question that I'd like to ask is, 'How many billions can we drive through the state of Utah in developing this life science industry in this state?'"

Paul said Brigham Young was right. "This is the right place. This is the right place for medical care innovation. All those pieces are in

place. We've got the state, we've got the universities, we've got the banks, we've got the medical schools. It's now time to align," he said.

Paul said the medical devices, diagnosis, pharma and biotech industries have many advantages, including that they attract talent, pay well, are durable and repeatable.

And medtech is growing, especially with baby boomers rapidly entering healthcare systems in every country.

"That gives great challenges but it gives huge opportunities. And the solutions to that isn't always going to be cost-cutting and rationing healthcare. The solution to that is actually going to be innovation. It's going to be innovation on the technology side and it's going to be technology on the patient management side, and I think Utah is well-positioned to seize that opportunity," Paul said.

Asked about prioritization during a question-and-answer period, Paul said growing companies in Utah makes more strategic sense than trying to lure a large, international medical device or pharma company headquarters to the state.

"It will never happen," he said of a headquarters transfer. "They just don't move. But what you have to remember is they started out small at that location and they grew over time."

Many Utah startups have been acquired by bigger companies and moved out of state, but Paul said large companies need to know they can keep business operations here in Utah and even move other operations here. "A lot of times companies just haven't thought about it," he said. "You've got to keep what you've got and grow it here."

A graduate of the University of Utah, Paul said a large medtech industry could help the state retain talent rather than lose it to other states.

"I have watched, as a person who grew up here, some of the best and brightest leave the state of Utah for job opportunities. The best and the brightest, so many have left. And the sad part of that is the state educated them, the state funded them, all through the years of education, to see them leave, and many of those people didn't want to leave," he said.

"So, could you imagine if you had an industry that was so robust that you could graduate with 25 to 30 different degrees and you can enter into a life science industry and you can go from the lowest position to the president — five levels of promotion — and never have to move? Can you see that? Can you see what could happen in the state and what it could do for the strength of the state and the families that are here?"



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

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

INSIDE PASSAGE

ROUNDRIP SEATTLE

CROWN PRINCESS® RUBY PRINCESS®

7-day | 2015: May-September

Ports: Seattle, Ketchikan, Tracy Arm Fjord scenic cruising, Juneau, Skagway, Victoria, B.C., Seattle



CRUISE & TRAVEL MASTERS

801-268-4470

4376 South 700 East, SLC UT 84107



Informative park rangers in Glacier Bay National Park

LAND & SEA VACATIONS

CORAL PRINCESS® GRAND PRINCESS®
PACIFIC PRINCESS® STAR PRINCESS®

9- to 15-night | 2015: May-September

Featuring Alaska's top two attractions - Denali National Park and Glacier Bay National Park, see more of the Great Land with stays at our four exclusive Princess Wilderness Lodges.

www.cruiseandtravelmasters.com

www.facebook.com/cruiseandtravelmasters



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

Industry Briefs

BANKING

• **Wells Fargo & Co.** has hired **Matt Wysong** to lead the expansion of its Technology Banking Group in the Mountain states, with emphasis on Utah, Colorado, Arizona, Nevada and Idaho. The group, based in Palo Alto, California, operates nine banking centers nationwide. Wysong has more than 10 years of banking experience, previously working for Silicon Valley Bank, where he specialized in financing companies in complex growth stages, and the Wells Fargo Business Banking Group in Denver.

COMMUNICATIONS

• **ClearOne**, Salt Lake City, has appointed **Rick Stanley** as vice president of sales for Pro Voice and AV Distribution for North and Central America. Stanley joined ClearOne in July 2013 from Muzak, where he was senior design consultant for the systems integration division. Stanley has more than 20 years' experience in AV system design and sales management at Muzak, TriAmp, Aatronics, CCI Audio Visual Design and the Harold Shugart Co.

HEALTHCARE

• **Recursion Pharmaceuticals**, Salt Lake City, has appointed **Robert Lollini** to its business advisory panel. Lollini is chief financial officer of BioFire Diagnostics and has served as president and chief executive officer of Iomed Inc. and Myrex Inc.



Robert Lollini

REAL ESTATE

• **Pavonis Group**, based in Houston, has named **R.J. Colosimo** as vice president of business development. Colosimo, a Salt Lake City resident, will be

responsible for developing new business and strategic partnerships as well as new products and services for the Pavonis Group organization and its RealNex suite of services. He also will lead the promotion and cross-selling of companywide Pavonis Group products, services and capabilities. Colosimo has more than 15 years of sales and business development experience. Most recently, he was a regional sales executive with Argus Software. Prior to that, he was co-owner and founder of PSI Corporate.

NONPROFITS

• **Girl Scouts of Utah** has named **Janet Frasier** as chief executive officer. Most recently, Frasier was civic engagement manager for Salt Lake City Corp. Previously, she spent a decade with the National History Museum of Utah.



Janet Frasier

RECOGNITIONS

• **Dr. Charles Sorenson**, president and chief executive officer of Intermountain Healthcare, Salt Lake City, has been named to a list of the "10 Most Admired CEOs in Healthcare." The list was compiled by healthcare journalists and editors at *Becker's Hospital Review*.



Dr. Charles Sorenson

• The **National Asian Pacific American Bar Association (NAPABA)** has selected 21 attorneys to receive the **2014 Best Lawyers Under 40 Award**, including **Angelina Tsu**. The award recognizes attorneys who have achieved prominence and distinction in their respective fields while demonstrating a strong commitment to the community at relatively early stages



Angelina Tsu

in their careers. Tsu is vice president and legal counsel at Zions Bancorporation. Prior to joining Zions, she practiced with Ray Quinney & Nebeker. She also is president-elect of the Utah State Bar. She has served on the Utah State Bar Board of Commissioners since 2010. She co-chaired the Bar's Committee for Civic Education and served as president of the Young Lawyers Division. She currently serves on the boards of Women Lawyers of Utah, the Association of Corporate Counsel (Mountain West Division) and the

Utah Minority Bar Foundation. She is a member of the Merit Selection Panel, which is the judicial nominating commission for federal magistrate judges.

• **Zions Bank**, Salt Lake City, has been named one of the "Best Banks to Work For in 2014" by *American Banker* magazine. Zions was ranked second in the category of banks with more than \$10 billion in assets and No. 35 overall. The listed banks were chosen based on employee surveys, along with competitive pay and benefits policies. Wellness programs, as well as career growth opportunities and open communication, were among the factors considered. Zions Bank was recognized for its career development efforts, including career university nights, during which employees interact with senior managers to learn about opportunities in various departments. The bank's wellness program and new gym at its head office were also noted in the article.

• **Brigham Young University** and the **University of Utah** recently were among schools listed as top 25 schools for entrepreneurship, according to survey results released by the *Princeton Review*. The survey compares

2,000 graduate and undergraduate schools across the country based on a wide range of data, including faculty, courses and activities outside the classroom, and lists the top 25 undergraduate and 25 graduate programs. BYU's Rollins Center for Entrepreneurship & Technology was ranked fourth among undergraduate programs and seventh among graduate programs. The University of Utah's David Eccles School of Business was 23rd among graduate programs.

CENTURY
EQUIPMENT COMPANY

Everything for the
Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801-262-5761

www.centuryeq.com

CASE
CONSTRUCTION

**WHEREVER
THERE'S MINING,
WE'RE THERE.**

Wheeler Mining Systems **CAT**

www.wheelercat.com
800-662-8650
MSHA Training Available!

The Home of Heavy Equipment

Dozers
Excavators
Scrapers
Water Equipment
Fuel/Lube Trucks
Articulated Trucks
Dump Trucks
Demo Equipment
Wheel Loaders
Mining Equipment

Ryan Johnson
Office: 801.978.3300
Cell: 801.699.7614
Rjohnson@wrsrents.com
www.wrsrents.com

WRS
WORLDWIDE RENTAL SERVICES

1125 Legacy View Street, Salt Lake City, UT 84104

rb RITCHIE BROS.
Auctioneers®

Sell your equipment with the experts.
rbauction.com

ANY BAG WILL DO!

Utah Food Bank isn't sending donation bags with your newspaper anymore, but you can still help fight hunger statewide during the holidays:

- Bring any bag filled with non-perishable donations to one of our statewide drop-off locations
- Fill a virtual bag at utahfoodbank.org

You have the green light to give!

SPECIAL THANKS TO:

Smith's Bringing HOPE To the Table

cherry creek middle school

RIVERTON MOTORS GROUP

RCWilley

SIEGFRIED & JENSEN

Calendar

November 11, 7:15-9 a.m.

ACG (Association for Corporate Growth) Utah Breakfast. Speaker is Travis Ogden, chief operating officer at Young Living. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <http://www.acg.org/utah/>.

November 11, 7:30-9 a.m.

Internet Sales Seminar, an Ogden Weber Chamber of Commerce event. Speaker is Jonathan Johnson, chairman of Overstock.com. Location is the Ogden Weber Chamber Building, 2225 Washington Blvd., Ogden. Cost is \$10. Details are at ogdenweberchamber.com.

Nov. 11, 10 a.m.-1 p.m.

Emerging Workforce Study Briefing, a Salt Lake Society for Human Resource Management (SHRM) event. Location is Radisson Hotel, 215 W. South Temple, Salt Lake City. Reservations may be made at SLSHRM.org.

November 12, 9 a.m.-noon

“Trademark Basics: What Every Small Business Should Know Now, Not Later.” Presenter Craig Morris, managing attorney for trademark outreach at the U.S. Patent and Trademark Office, will discuss trademarks, copyrights, patents and domain names; whether a business name or logo needs a federal trademark; criteria to select a trademark that can be registered and protected; and more. Location is Gould Auditorium, J. Willard Marriott Library, University of Utah, 295 S. 1500 E., Salt Lake City. No registration required. Details are available by contacting Dave Morrison at (801) 585-6802.

Nov. 12, 11:30 a.m.-1 p.m.

Connect 4 Networking Lunch, a Sandy Area Chamber of Commerce event. Location is Sweet Tomatoes, 10060 S. State St., Sandy. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

November 12, 4:30-9 p.m.

Pushbutton Digital Media Event, hosted by Grow Utah, Salt Lake County and Zions Bank. Event is a gathering of leaders, students and supporters of all forms and uses of digital media. Activities include a presentation by Bryan Brandenburg, vice president

of marketing for Salt Lake Comic Con, discussing how he used digital and social media for Comic Con; the presentation of the \$10K Digital Media Innovation Award, the \$3K Best Student Work Award and the Digital Media Legacy Award; Pocket Film Fest shorts; and an industry reception and on-stage after party. Location is Rose Wagner Performing Arts Center, 138 W. 300 S., Salt Lake City. Cost is \$9.50. Details are at <http://www.pushbuttonsummit.com/>.

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

Chamber Education, focused on “Utilizing Your Chamber Membership,” a West Jordan Chamber of Commerce event. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for chamber members, \$15 for nonmembers. Details are at westjordanchamber.com.

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

Women In Business Luncheon, a Davis Chamber of Commerce event. Speaker Chad Harward, owner of Pinpoint Management, will discuss “Critical Tools That Guarantee Business Success in Any Economy.” Location is Megaplex Theatre at Legacy Crossing, Centerville. Cost is \$15 for members, \$20 for nonmembers. Details are at davischamberofcommerce.com.

Nov. 18, 8 a.m.-4 p.m.

38th Annual American Express Women & Business Conference and Wells Fargo Athena Award Luncheon, presented by the Salt Lake Chamber Women’s Business Center. Peggy Larsen of the Workers Compensation Fund is the 2014 Athena Award recipient. Pathfinder Awards will be presented to Patrice Arent, Utah State Legislature; Juanita Damon, American Express; Martha Eining, David Eccles School of Business at the University of Utah; and Denise Winslow, Wells Fargo. Awards luncheon is from noon-1:30 p.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$75 for conference and luncheon. Details and registration are available at <http://www.slchamber.com/womenandbusiness>.

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

Women in Business Fall Luncheon, a Murray/Holladay

chamber event. Speaker Ryan Evans will discuss “Apps & Technology Know-How.” Location is Holiday Inn Express and Suites, 5429 S. Commerce Drive, Murray. Cost is \$20 with prepaid RSVP, \$25 after Nov. 17 and at the door. Details are at murraychamber.org.

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

Member to Member Workshop, a Sandy Area Chamber of Commerce event. Evan Green, an account executive with Comcast Business, will discuss cloud-based programs. Location is Salt Lake Community College’s Miller Campus, Miller Free Enterprise Building, Room 223, 9750 S. 300 W., Sandy. Free. Details to be announced later.

November 18-19

“Building and Delivering Effective Training Courses and Programs,” offered by Salt Lake Community College’s Corporate Solutions department. Course is designed for trainers and facilitators and will focus on how to build and deliver meaningful training within an organization. Take place 8 a.m.-4 p.m. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Details are available by contacting Derk Babbitt at (801) 957-5256 or derk.babbitt@slcc.edu.

November 19

Networking Luncheon, an SMPS Utah event. Speakers will discuss senior housing and assisted living. Location is Little America Hotel, 500 S. State St., Salt Lake City. Registration can be completed at www.smpsutah.org.

November 19, 7:30-9 a.m.

“Unmanned Systems (Drones) Are In Your Future,” a “Business and Breakfast” seminar hosted by the Davis Applied Technology College (DATC). Presenter Marshall Wright, aerospace and defense cluster director at the Governor’s Office of Economic Development (GOED), will discuss trends in unmanned systems, how fast the technology is becoming part of our lives, and what it means for Utah’s economic future. Location is Northfront Business Resource Center located in the Simmons Entrepreneurial Building or at Freeport West Extension Center located in Building D-5 in the Freeport Center. Presentation begins at 8

a.m. Free with RSVP, which can be completed at <http://www.datc.edu/free-seminars> or 801-593-2100.

November 19, 5:30-7 p.m.

Socially Responsible Investing Seminar, a P3 Utah event. Instructor Brian Kahn provide an understanding of the risks involved with investing as well as guidance in selecting financial vehicles fit for the socially conscious person. Location is Impact Hub, 44 Exchange Place, Salt Lake City. Free, but registration is required. Details are at www.p3utah.org.

November 20, 8-11 a.m.

Urban Lands Institute (ULI) Utah Annual Trends Conference, focusing on trends in real estate. Keynote speaker is Kenneth Woolley, executive chairman of Extra Space Storage. Featured speaker is Natalie Gochnour, an associate dean in the David Eccles School of Business at the University of Utah and chief economist and senior advisor to the Salt Lake Chamber. Panelists include David Layton, president and CEO of Layton Construction Co. Inc.; Tamara (Gharakhanian) Gaffney, principal analyst at Adobe Digital Index; Andrew Gruber, executive director of the Wasatch Front Regional Council; and Robert Smith, assistant superintendent and CFO for the Alpine School District. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost before Nov. 17 is \$90 for members, \$135 for nonmembers, \$50 for student members, \$70 for student nonmembers. Registration can be completed at (800) 321-5011. Details are at Utah.uli.org.

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

NAIOP Utah Government Affairs Luncheon and NAIOP Developer of the Year Presentation. Event will feature an overview of issues that matter at the local, state and federal levels. Speakers are Natalie Gochnour, associate dean at University of Utah David Eccles School of Business and chief economist at the Salt Lake Chamber, and Aquiles Suarez, NAIOP vice president for government affairs. The NAIOP Developer of the Year honor will be presented to Investment Properties Management at City Creek Inc./Property Reserve Inc. Cost is \$25 for members, \$50 for nonmem-

bers. Details are at <http://bit.ly/GovtAffairs-nov20>.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker is Pam Perlich of the University of Utah. Location to be determined. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.com.

November 25, 3-5 p.m.

“Gain Customers By Being the Customer: Easy Growth Through Subcontracting,” a Salt Lake Chamber Women’s Business Center “Business Essentials” event. Experts on private and government contracting will discuss the basics of subcontracting, how to seek out and partner with other firms, contract basics and scope-of-work agreements. Cost is \$10. Details are at slchamber.com.

November 26, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Location is 9350 S. 150 E., ninth floor, Sandy. Details are at sandychamber.com.

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

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

December 4-5

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

December 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.

What do you do when change happens in the workplace?

For most people, “change” is a mixture of what was, what used to be, what is present, what I’m being faced with now, what I believe the future holds and what I have to change to face that future.

In short, how does this change affect me, my family, my lifestyle, and my position?

That’s a hell of a lot to think about and that’s why *change* is so perplexing, so resisted and often so fought against.

The answer to this age-old problem was discovered more than a thousand years ago and has been hidden. When Socrates said, “The secret of change is to focus all of your energy, not on fighting the old, but on building the new” he was giving you (and me) the wisdom of his ages and a thousand years later it is still wisdom of our ages.

SOCRATES’ REALITY INTERPRETATION: The

more you can concentrate your thoughts and actions on what will be tomorrow, the easier it will be for you to accept today, adapt to today and the less likely you are to dwell on what was.



JEFFREY GITOMER

GITOMER INTERPRETATION: Add “forward” to the word “change” and when something changes, think, “change forward.”

Known as “drinking fountain conversation” or “pity parties,” many people, not you of course, spend 74 percent or more of their time griping, whining, blaming and lamenting any sort of change. None of these elements will productively move you forward as a person and all of these elements will keep your mind closed to what your new potential or opportunity might be.

Just so we’re clear, there are three predominant types of

change to deal with:

1. Business or career change — which could also affect revenue.

2. Family change — both positive and negative. We have a new child. I’m getting a divorce. My mother died. I’m getting married.

3. Personal change — which can be affected by business and family changes, but can also be an issue relating to neither. Think: health and finances.

In order to effectively deal with any change in your life, I recommend that you take a different perspective on looking at it. Mine has always been to look at the circumstance and call it “opportunity” rather than call it “change.” That automatically makes you look towards the future. That automatically makes you look at what could be positive. And that automatically points you in a direction of forward to what’s next, rather than backward to what was. In other

words: Change forward.

When I say “opportunity” you immediately think of something good and subliminally in your mind, you might think, “How can I best take advantage of this opportunity?” rather than thinking, “oh crap the sky has fallen.”

AUTHOR’S NOTE: Having a 5-year-old child in my life has awakened me to kids’ movies and their lessons. I recommend that each of you go out and buy or rent the movie “Chicken Little.” It’s a great lesson and will help you come to the conclusion that the sky is not falling. (I only watch kids’ movies now. Big lessons.)

The next action is for you to identify what the opportunity is — in writing. When you write things down, clarity almost immediately occurs. Writing down what happened will help you understand why it happened and no matter if that why was good or bad, it is now the new reality. Once you’ve identified

the history, you have to list at least a dozen good things that can happen as a result of it. The first few will be hard — especially if there’s any anger or fear attached to your change.

Identifying the opportunities will begin to calm you down and help you realize that with a combination of hope, attitude and hard work, things will get better.

They did for me. I gave myself permission to move on and move forward. No matter what the change is, keep your eyes and mind open to the opportunity, and keep the faith in yourself.

Don’t fear change — change forward.

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

© 2014 All Rights Reserved.

FIRST UTAH BANK
Where You're Number One

anytime

Complete Mobile Banking Services

www.firstutahbank.com

Member FDIC EQUAL HOUSING LENDER

Utah 100 honors Utah's fastest growing companies for 2014

MountainWest Capital Network has announced its winners for the 2014 Utah 100 awards program, which recognizes the 100 fastest growing companies in Utah. This marks 20 years of the Utah 100.

"It is our pleasure to honor these inspiring Utah businesses," said Reed Chase, an audit partner

at Tanner LLC and president of MWCN. "We have been very fortunate to watch and celebrate the true success stories in Utah. We can expect great things from these 2014 companies in the future."

The Utah 100 honors companies and businesses throughout the state of Utah that represent numerous industries and practices and

that have had successful revenue growth in the past year. These companies lead the way in business innovation — showcasing Utah as a business-friendly state.

The Utah 100 honors companies in three categories: the 100 fastest growing companies in Utah, the 15 Emerging Elite and the top 15 revenue growth com-

panies. The Emerging Elite are Utah businesses that have between two and five years of operation and show significant promise for future growth and success. The top revenue growth companies are those businesses who have had significant revenue gains from year to year.

The top 20 fastest grow-

ing companies in Utah, in order, are: 1. Goal Zero LLC, 2. Peak Capital Partners, 3. LifeVantage Corp., 4. SilencerCo. LLC, 5. Xima Software, 6. NuvoH20, 7. Radiate Media, 8. Black Clover Enterprises LLC, 9. OnSite Car Inc., 10. 3 Key Elements Inc., 11. Vetora LLC DBA EcoSwift, 12. Candlelight Homes, 13. OptConnect, 14. Pluralsight, 15. Wadsworth & Sons III, 16. The Ready Project, 17. Cariloha, 18. Zija International, 19. StorageCraft Technology Corp. and 20. Cache Private Capital.

The 2014 Emerging Elite are (in alphabetical order): 1. Alliance Health, 2. Apiary Fund, 3. Boostability, 4. Cell Again, 5. Domo, 6. International Fulfillment Solutions, 7. Jane.com, 8. Lucid Software, 9. Marketecture, 10. Method Communications, 11. Needle, 12. Orabrush Inc., 13. RPH Engineering LLC, 14. Xyngular Corp. and 15. Zurixx LLC.

The top revenue growth companies for 2014 are (listed in order of ranking): 1. Huntsman Corp., 2. NuSkin Enterprises, 3. Skywest Inc., 4. Overstock.com Inc., 5. Vivint Inc., 6. Ancestry.com Inc., 7. Myriad Genetics Inc., 8. USANA Health Sciences Inc., 9. Extra Space Storage Inc., 10. Diamond Wireless, 11. LifeVantage Corp., 12. Merit Medical Systems Inc., 13. Christopherson Business Travel, 14. ZAGG Inc. and 15. EnergySolutions Inc.

The program's sponsor, MountainWest Capital Network, is a business networking organization devoted to supporting entrepreneurial success and dedicated to the flow of financial, entrepreneurial and intellectual capital.

The advertisement features a background image of a Utah basketball player in a white jersey with "UTAH" and the number "30" on it, jumping to shoot a basketball. Below the player is a large crowd of fans, many wearing red and white, cheering with their arms raised. In the foreground, a cheerleader is visible with red pom-poms. The text is overlaid on this image.

UTAH BASKETBALL

2014-15 RUNNIN' UTES

SEASON TICKETS ON SALE NOW!

UTAHUTES.COM

801-581-UTIX

PUBLIC NOTICE

In accordance with Sec 106 of the Programmatic Agreement, T-Mobile West, LLC plans to place antennas onto a new antenna structure at 4400 West 4100 South, West Valley City, UT 84120. Please direct comments to Vitaly M. at 714-508-4100 regarding site SL01569D.

PUBLIC NOTICE

In accordance with Sec 106 of the Programmatic Agreement, T-Mobile West, LLC plans to place antennas onto a new antenna structure at 2636 W. 9800 S., South Jordan, UT 84095. Please direct comments to Vitaly M. at 714-508-4100 regarding site SL01604D.

Legal Matters

Trade secrets are among your most valued assets - protect them

When it comes to intellectual property, most people's knowledge begins and ends with patents. While patents are important for protecting your inventions, most companies have not invented anything, yet they still own intellectual property that needs to be protected.

For example, their companies' names and logos are trademarks and some may copyright their written work. And most companies have trade secrets, which include any confidential formula, list, process, information or method that gives them a competitive edge over the competition. For some companies, the most valuable assets are their trade secrets. Yet, most do little to protect them from being stolen or inadvertently disclosed. A good trade secrets policy can minimize the chances of that happening. While there is no one-size-fits-all policy, the following discussion lays out the basics of protecting your company's trade secrets.

What are trade secrets?

What constitutes a trade secret depends on the business. Trade secrets can consist of a company's

source code, client lists, sensitive marketing information, unpatented inventions, techniques, customer names and contact information, customer email lists, vendor lists, distributor lists, recipes, know-how, formulas, supplier lists, renewal dates, salaries, pricing and a host of other things that are or can be trade secrets. Even compilations of publicly available information gathered for a proprietary purpose can and should be protected as a trade secret. For example, a list of all your vendors can be a trade secret that you want to keep out of the hands of your competitors.

Information is more likely to be considered a trade secret if it is: (a) valuable; (b) known only by employees and others involved in the business; (c) difficult for others to ascertain or independently duplicate; and (d) the subject of efforts that are reasonable under the circumstances to maintain its secrecy.

Trade secrets are most at risk from being breached by employees who are lured away by a competitor or who decide to start their own competing business. In some instances, an employee stays late to

copy documents containing trade secrets prior to his departure. Or, in one instance, a new client came to see me after one of his supervisors wrongfully copied his customer list prior to his termination through an unsuspecting employee. The supervisor tricked a new employee, who was his subordinate, into forwarding the customer list to him for "work" purposes. In other situations, employees often leave a job with a wealth of trade secret knowledge stored in their heads only to be unloaded at their new jobs. Such theft of trade secrets can be the basis for an injunction against the employee and the new employer. But, anyone who has ever been involved in a lawsuit knows that they are costly and should be avoided if possible. Most trade secret theft can be avoided before it happens. It starts with a good trade secrets policy.

Identify and mark your trade secrets

The first step to protecting your trademarks is to identify your proprietary information and the risk of loss. Categorize the importance of the information and think through the various ways in which the information can be breached intentionally or disclosed inadvertently. Make a list of the em-

ployees who have access to your proprietary information. Do those employees know who they can or can't share the information with or who else is authorized to access the information?

You should outline your company trade secret policy in your employee handbook. It should detail the importance of keeping information confidential and how it can hurt the company when secrecy is breached. Your policy should articulate how the company determines what is confidential information and the procedures for protecting it, highlighting the employees' role in that process. Employees must understand the collections of information that the company considers to be trade secrets. Disclosure should require two or more signatures to prevent a supervisor from wrongly obtaining the information through intimidation of a subordinate. You may want to institute a procedure that the employee who has access to the proprietary information must notify you personally and obtain your written approval before disclosing it to anyone, including a supervisor.

You should limit the people who need to know and make it inaccessible to anybody who does

not need to know by using a safe, or for computer files, password protection. Change the passwords often. If the trade secret is a process or formula, some companies fragment the process so that no one employee knows it from beginning to end. KFC, for example, separately mixes parts of its "11 herbs and spices" at two locations.

Once the trade secrets are identified, they should be marked as CONFIDENTIAL with labels, headers and footers. Once the material has been labeled as confidential, the next step is simply to keep it secret.

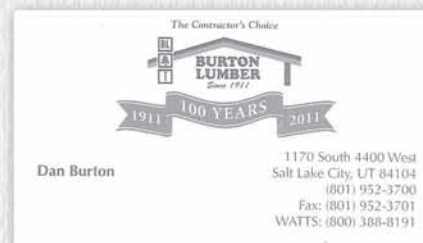
You should institute periodic training and email reminders to remind employees of the information that constitutes trade secrets of the business. Employees with access to proprietary information should sign confidentiality, nondisclosure and or non-compete agreements. However, you should not rely on a non-compete agreement as courts are growing less likely to enforce them. Some courts, such as California courts, refuse to enforce them altogether, with few exceptions.

Putting safeguards in place not only protects your trade se-

see JONES page 13



CASEY JONES



LEGAL SOLUTIONS FOR WHATEVER YOUR BUSINESS MAY BE.

No two businesses are exactly alike. That's why our business and real estate practice groups come up with custom solutions for each one of our clients. We take the time to understand and meet your needs — no matter your line of business. Learn more at 801-532-7080 or strongandhanni.com.



PAUL W. HESS LORI A. JACKSON CASEY W. JONES

Since 1888

Transportation • Employment • Commercial Litigation • Business Transactions • Real Estate Transactions • Healthcare Law • Insurance Coverage • Bad Faith Litigation



CORPORATE EARNINGS

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

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) of \$88.8 million, or 72 cents per share, for the third quarter ended Sept. 30. That compares with \$54.7 million, or 47 cents per share, in the year-earlier quarter.

Net income attributable to common stockholders totaled \$54.2 million, or 47 cents per share. That compares with \$29.2 million, or 26 cents per share, for the same quarter a year earlier.

Extra Space Storage is a self-administered and self-managed REIT that owns and/or operates 1,081 self-storage properties in 35 states; Washington, D.C.; and Puerto Rico.

"We continue to expand our portfolio and leverage our operating platform, making us increasingly competitive in the self-storage industry," Spencer F. Kirk, chief executive officer, said in announcing the results. "Steady demand, muted supply and pricing power drove another quarter of double-digit FFO growth."

Questar

Questar Corp., based in Salt Lake City, reported net income of \$38.6 million, or 22 cents per share, for the third quarter. That compares with a net loss of \$19.2 million, or 11 cents per share, for the same quarter in 2013.

The 2013 period included a non-cash impairment charge of \$52.4 million, or 29 cents per share, for the eastern segment of the Southern Trails Pipeline. Excluding that charge, 2013 third-quarter net income was \$33.2 million, or 18 cents per share.

Revenues in the most recent quarter totaled \$157.9 million, up from \$149.6 million in the year-earlier quarter.

Questar has three principal subsidiaries. Questar Gas Co. provides retail natural gas distribution in Utah, Wyoming and Idaho. Wexpro Co. develops and produces natural gas from cost-of-service reserves for Questar Gas customers. Questar Pipeline Co. operates interstate natural gas pipelines and storage facilities in the western U.S. and provides other energy services.

In the most recent quarter, Wexpro contributed \$31.1 million in earnings, followed by Questar Pipeline at \$14.9 million. Questar Gas had a \$9.1 million loss.

Questar Gas usually has losses in the second and third quarters each year.

Revenues for Questar Corp. totaled \$157.9 million, up from \$149.6 million in the year-earlier quarter. Questar Gas contributed \$100.7 million in revenues, followed by Questar Pipeline with \$47.3 million.

"I am pleased to report that on a consolidated basis, earnings per diluted share were 22 percent higher for the quarter and 13 percent higher for the year-to-date period when we factor out the 2013 impairment charge for the same periods in 2013," Ronald W. Jibson, chairman, president and chief executive officer, said in announcing the results. "Each of Questar's business units performed very well during the third quarter."

Jibson said the company expects "continued strong customer growth and capital spending at Questar Gas, further acquisition and development activities at Wexpro, continuing Questar Pipeline development of growth projects ... and major CNG-fueling station development for Questar Fueling. This bodes well for sustainable, long-term benefits for Questar, its customers, employees and shareholders."

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported net

income of \$16 million, or 21 cents per share, for the fiscal first quarter. That compares with \$55.5 million, or 68 cents per share, for the same quarter a year earlier.

Revenue in the most recent quarter totaled \$168.8 million, down from \$202.5 million in the same quarter a year earlier.

Myriad Genetics produces molecular diagnostic tests to assess a person's risk of developing disease, guide treatment decisions and assess risk of disease progression and recurrence.

"I believe the exceptional physician demand for myRisk (a hereditary cancer test) validates our strategy to transition to cancer panel testing," Peter D. Meldrum, president and chief executive officer, said in announcing the results. "Unfortunately, this high demand caused laboratory capacity constraints in the first quarter, which resulted in a short-term negative impact to both our revenues and profitability."

Headwaters

Headwaters Inc., based in South Jordan, reported net income, including discontinued operations, of \$16.7 million, or 22 cents per share, for the fiscal fourth quarter. That compares with \$10.3 million, or 14 cents per share, for the same quarter in 2013.

Revenue in the most recent quarter totaled \$245.9 million, up from \$215 million in the year-

earlier quarter.

For the full fiscal year, net income totaled \$16.1 million, or 20 cents per share. That compares with \$7.1 million, or 10 cents per share, for the prior fiscal year.

Revenue for the full fiscal year totaled \$791 million, up from \$702.6 million in the prior year.

Headwaters provides products, technologies and services to the heavy construction materials and light building products markets.

"We had the strongest fourth quarter since the economic down cycle, resulting in a 25 percent increase in adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) compared to the fourth quarter of 2013," Kirk A. Benson, chief and chief executive officer, said in announcing the results.

Benson said the light building products segment benefited from improvements in the new residential construction market and the introduction of new products, and the heavy construction materials segment benefited from both volume and price increases.

Cimetrix

Cimetrix Inc., based in Salt Lake City, reported net income of \$87,000, or zero cents per share, for the quarter ended Sept. 30.

continued NEXT PAGE

RAY QUINNEY & NEBEKER



IN BUSINESS, SOMETIMES WINNING THE GAME ISN'T ENOUGH. Even the best products and services won't bring lasting success if you can't protect them from competitors who try to take what you have earned. Ray Quinney & Nebeker has the strength and expertise to protect and maximize your intellectual property. As one of the most respected law firms in the Intermountain West, we have been establishing enduring relationships of trust with top business leaders since 1940. Let us help protect what is yours.

WHERE EXCELLENCE IS TRADITION



www.RQN.com

36 SOUTH STATE STREET, SUITE 1400 SALT LAKE CITY, UTAH 84111 801 532-1500
86 NORTH UNIVERSITY AVENUE, SUITE 430 PROVO, UTAH 84601 801 342-2400

EARNINGS

from previous page

That compares with a net loss of \$90,000, or zero cents per share, for the same quarter a year earlier.

Revenue totaled \$1.6 million, up from \$1 million in the year-earlier quarter.

Cimetrix develops and supports factory automation software for the global semiconductor, photovoltaic, LED and other electronics industries.

"We are pleased to report another quarter of growth in revenue and income that is consistent with prior guidance," Rob Reback, president and chief executive officer, said in announcing the results. "We obtained five design wins during the quarter that contributed to the growth in software revenue. In addition, design wins gained over the prior years helped drive software revenue associated with machine shipments."

Reback said the company expects to remain profitable on a quarterly basis while providing double-digit revenue growth year-over-year.

Black Diamond

Black Diamond Inc., based in Salt Lake City, reported a net loss from continuing operations of \$400,000, or 1 cent per share, for the third quarter ended Sept. 30. That compares with a loss from continuing operations of \$3.6 million, or 11 cents per share, in

the same quarter in 2013.

Sales totaled \$54.9 million, up from \$44.2 million in the year-earlier quarter.

In July, Black Diamond completed the asset sale of its Gregory Mountain Products brand for \$84.1 million to Samsonite LLC. The company recognized a pre-tax gain on the sale of Gregory Mountain Products of \$39.5 million.

Black Diamond designs, manufactures and markets outdoor equipment and apparel.

"Consolidated third quarter sales increased 24 percent, driven by our POC and Black Diamond brands, as well as strong fulfillment rates of both preseason fall bookings and ASAP or restocking orders," Peter Metcalf, chief executive officer, said in announcing the results.

"This efficiency and process improvement within our supply chain, along with a higher margin product mix, also drove a positive increase in consolidated gross margin to 41.4 percent. Consolidated

third quarter results also reflect the continued implementation of the company's strategic pivot, the impact of the sale of Gregory, and longer term investments in POC, PIEPS and Black Diamond Apparel."

ZAGG

ZAGG Inc., based in Salt Lake City, reported a net loss of \$4.3 million, or 14 cents per share, for the third quarter ended Sept. 30. That compares with net income of \$3.2 million, or 10 cents per

share, for the same quarter a year earlier.

Net sales in the most recent quarter totaled \$60 million, up from \$49.9 million in the year-earlier quarter.

ZAGG produces mobile device accessories.

"We are excited to have returned to top-line growth with revenue increasing 20 percent over the third quarter last year," Randy Hales, president and chief executive officer, said in announcing the results.

STEPPING UP
WITH
FLEXIBLE
PLANS
TO FIT THE NEEDS OF
YOUR UTAH BUSINESS

JONES

from page 11

crets but also shows interested parties, such as judges and juries, that you tried to protect it, should a dispute ever come to litigation. A trade secret is protected by law only when the owner has, as the Utah Uniform Trade Secrets Act puts it, made "efforts that are reasonable under the circumstances to maintain its secrecy." Therefore, you must be able to clearly show that you recognized it as a trade secret and took measures to protect it should it ever be necessary to protect your trade secrets through litigation.

In conclusion, it is important to understand that trade secrets are often the company's most valuable treasures. It is essential to establish a policy that protects your trade secrets from being disclosed to a competitor, whether intentionally or inadvertently. Therefore, you should immediately begin building a Fort Knox-like fortress around your trade secrets.

Casey Jones is an intellectual property and corporate attorney at the law firm of Strong & Hanni.

At UnitedHealthcare, we offer health care plans that surround employees with innovative tools and resources to help make it easier to achieve a balanced lifestyle. And with our broad portfolio of plan options, including the UnitedHealthcare Navigate® plans, our goal is to help every business get the right coverage at the right price.

To learn more, contact your broker or UnitedHealthcare representative. For more information about the Navigate portfolio, visit uhctogether.com/UTNavigate.



Opinion

Voter ID laws are not an attempt to suppress the black vote

One of the biggest voter frauds may be the idea promoted by Attorney General Eric Holder and others that there is no voter fraud — that laws requiring voters to have a photo identification are just attempts to suppress black voting.

Reporter John Fund has written three books on voter fraud and a recent survey by Old Dominion University indicates that there are more than a million registered voters who are not citizens — and who, therefore, are not legally entitled to vote.

The most devastating account of voter fraud may be in the book *Injustice* by J. Christian Adams. He was a Justice Department attorney who detailed with inside knowledge the voter frauds known to the Justice Department and ignored by Attorney General Holder and company.

One of these frauds involved sending out absentee ballots to people who had never asked for them. Then a political operator would show up — uninvited — the day the ballots arrived and “help” the voter to fill them out. Sometimes the intruders simply took the ballots, filled them out and forged the signatures of the voters.

These were illegal votes for Democrats, which may well be why Eric Holder sees no evil, hears no evil and speaks no evil.

As for race-based “voter suppression,” amid all the political hysteria, how many hard facts have you heard? Probably none that supports that claim. Widely available free photo identification cards mean that poverty is no barrier to voting.

Since blacks and whites both have to show photo I.D. for everything from cashing checks to getting on a plane, why has requiring a photo I.D. for voting caused such shrill outcries?

Unfortunately, this is part of the cynical politics of promoting as much racial polarization and paranoia as possible, in hopes of getting more black voters to turn out to vote for the Democrats.

Nothing is too gross when promoting racial hysteria in an election year. Veteran Democrat Congressman Charlie Rangel from Harlem declared that Republicans “don’t disagree — they hate!” According to Rangel, “Some of them believe that slavery isn’t over and that they won the Civil War!”

Republicans did win the Civil War.

That’s why there is no more slavery. It was a Republican president who issued the Emancipation Proclamation. It was a Republican-controlled congress that voted for the 13th Amendment, outlawing slavery.

In the 1960s, a higher percentage of Republicans than Democrats voted for the landmark Civil Rights Act of 1964 and the Voting Rights Act of 1965. If we are going to talk about history, let’s at least get the facts right.

Only an utter ignorance of history, in this era of dumbed-down education, could allow demagogues like Rangel to get away with the absurdities that abound in election year politics.

Images of lynching and Jim Crow laws that made blacks sit in the back of buses are used against Republicans, even though the “solid South” was solidly controlled by Democrats during that era.

Bull Connor, who turned police dogs and fire hoses on civil rights demonstrators, was a Democrat. So were other Southern segregationists. In those days, you could go hundreds of miles through the Jim Crow South without seeing a single Republican official. That is why political observers called it “the solid South.”

Perhaps the biggest voter fraud of all is the fraud against black voters, by telling them bogey man stories, in order to try to get them to come out on election day to vote for Democrats.

The most cynical of these bogey man ploys is Holder’s threats of legal action against schools that discipline a “disproportionate” number of black boys. Unless you believe that black boys cannot possibly be misbehaving more often than Asian-American girls, what does this political numbers game accomplish?

It creates another racial grievance, allowing Democrats like Holder to pose as rescuers of blacks from racist dangers. The real danger is allowing disruptive students in ghetto schools to destroy the education of other black students — in a world where education is the only hope that most ghetto youngsters have for a better life.

Sacrificing these young people’s futures, in hopes of gaining some additional black votes today, is as cynical and fraudulent as it gets.

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

COPYRIGHT 2014 CREATORS.COM



THOMAS SOWELL

Tunisia has passed the 'two turnover test'; Egypt hasn't

More than 20 years ago, the scholar Samuel Huntington established his famous “two turnover test” for fledgling democracies. A country can only be said to be a consolidated democracy, he argued, when there have been two peaceful transitions of power. Last week, with its second parliamentary election, Tunisia passed Huntington’s test.

Tunisia’s relative success is in marked contrast to the abysmal failure of Egypt, the Arab world’s largest and once most influential country. As in Tunisia, Egyptians also overthrew a dictator three years ago. But after a brief experiment with democracy, in which the Muslim Brotherhood was elected and then abused its authority, today the country is ruled by a dictatorship. I recently asked a secular, liberal Egyptian from Cairo who was involved in the uprising against Hosni Mubarak whether the current regime feels like a return of the old order. “Oh, no,” he said. “This one is far more brutal, repressive and cynical than Mubarak’s.” Last week, Egypt’s president, Abdel Fatah al-Sissi, issued a decree allowing the trial of more civilians in military courts.

Why did Tunisia succeed where Egypt failed? Analysts of the two countries have offered lots of answers, but the most common is that Tunisia’s Islamists were just better than Egypt’s. In both countries, Islamist parties won the first election. But as many commentators have pointed out, Tunisia’s Ennahda party, which is a rough equivalent of Egypt’s Muslim Brotherhood, sought to share power while their Egyptian

brethren did not. Ennahda has not tried to institute Shariah, has declared its respect for Tunisia’s progressive laws on women’s rights and voluntarily ceded power to a technocratic, national unity government earlier this year when faced with popular protests.

The lesson seems to be that Tunisia was just lucky: Its Islamists were the good guys, the exception to the rule that Islamists are theocrats whose commitment to democracy extends only so far as one man, one vote, one time.

But Tarek Masoud, author of a fascinating new book on Islamists and elections, titled *Counting Islam*, suggests that Tunisia’s success and Egypt’s failure have less to do with the qualities of its Islamists than with deep differences in those countries’ political environments. In Egypt, Masoud argues, Islamists were able to beat out secular parties in the first elections after Mubarak was deposed because they could piggyback off of the country’s rich network of mosques and Islamic associations to reach everyday citizens. Secular parties didn’t have anything equivalent. And so, after losing election after election, they turned to the army to overturn the results of the ballot box.

Tunisia was a different story, Masoud says. More developed, more urban, more literate and more globalized than Egypt, Tunisia had a more diverse civil society than Egypt’s — stronger labor unions, civic associations, professional groups — and so there was relative parity between Islamists and their opponents. Though Islamists did

well in Tunisia’s first elections, so did non-Islamists. Ennahda won only a plurality in the country’s first freely elected legislature — far less than the majority won by Islamist parties in Egypt — and had to govern in coalition with two secular parties. It shared power not because it was nicer than the Muslim Brotherhood but because it had to. And Ennahda’s opponents stuck with the democratic game even after losing, instead of calling on the army, because they, unlike the Egyptian secular parties, rightly felt they had a chance of winning in the future — as they did this week. (Tunisia is fortunate in that its army has always been

subordinate to civilian authority.)

In 1939, Walter Lippmann said that the endurance of democracy rests upon a “sufficiently even balance of political power” between government and opposition, so that the former does not become “arbitrary” and the latter “revolutionary and irreconcilable.” Masoud notes that that balance of power existed in Tunisia but not in Egypt. “The many testimonials to the foresight of Tunisia’s political leaders, the moderation of its Islamists, and the respect of its soldiers for civilian institutions obscure a

see ZAKARIA page 18



FAREED ZAKARIA



Opinion

Stormy seas or smooth sailing in retirement? It's up to you

When it comes to preparing for your future, there are three specific dangers that threaten your retirement. The first is rising taxes. With no end in sight for irresponsible government spending, the only way for taxes to go will be up. The second danger is inflation, an inevitability that will erode away the purchasing power of your hard-earned dollars. And finally, continued market volatility and economic uncertainty will threaten your secure future. What can you do to protect yourself from these hazards? Learn as much as you can now and prepare yourself now to avoid them as much as possible.



DOUG ANDREW

and millions of Americans saw your million-dollar nest egg drop in value to \$600,000 because it was in the market. Then you had to wait four more years, until 2007, to recoup what you had lost. You thought, "Well, we can finally retire on \$6,000 a month, even if it's seven years later than we thought."

What happened in 2008? For the second time in a decade, you saw that million dollars drop down to \$600,000 again in a single year. What did you do? You'd had enough, and you put that money in a bank or a credit union earning 1 percent. Well, 1 percent on \$600,000 is \$6,000 a year. Twelve months earlier, you were counting on 10 times that much for retirement income.

So far we've just looked at the impact of economic downturns. What happens when we factor in increasing taxes? The average middle-income earner is taxed both federal and state taxes in 41 out of 50 states. On top of that, you've got FICA, Medicare, gasoline tax, property tax, sales tax, and the list goes on.

Going back to that \$72,000 a year you thought you had in retirement income, let's say a third of that (\$24,000) is going out the window in some type of tax. Quickly the math shows that rather than enjoying \$6,000 a month, you're down to \$4,000 a month to live on. You see, that \$1 million isn't your money. Only \$666,000 is your money — the rest belongs to Uncle Sam, as well as state and local government. So you really only have \$48,000 a year (\$4,000 a month) to buy gas, groceries, prescriptions, golf green fees, etc.

Now you're probably still thinking, "We can get by on \$4,000 a month." Well, we haven't considered inflation. Inflation at 5 percent will cut the purchasing power of your dollars in half every 15 years, and 7.2 percent every 10 years. But, I'm afraid indicators show we may be heading toward double-digit inflation in the near future. Imagine what 10 percent inflation will do to your retirement money. It will cut that \$48,000 in half to \$24,000, or \$2,000 a month, in 7.2 years.

In less than 15 years, a \$1 million nest egg will only generate the equivalent of what \$1,000 a month can buy today. Could you get by on a thousand dollars a month right now?

Yes, it may be disturbing — the reality of traditional retirement planning, especially when affected by the three greatest dangers: taxes, inflation and market volatility. But by exploring alternative retirement vehicles that provide greater safety, liquidity, rate of return and tax advantages, you can do more than rearrange deck chairs and wait for the inevitable, you can plan now for an abundant future that will bless your life and those you love. And that's much smoother sailing.

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

Why do I feel so strongly about this? Because we can't rely on others — particularly the government — to fix the situation. Milton Friedman, the economist of the 1970s, said every time we have a recession, we have to tighten our belts. We have to increase our income and decrease our outgo. But what does government do? They try to spend their way out of recessions.

I compared the U.S. economy a couple of years ago to a sinking ship. Despite the impending calamity, Congress merely rearranged the deck chairs. At the time, they were on a sinking Titanic, thinking that by adding \$3.6 trillion of spending in an economic stimulus bill, they were going to bring the ship level again. What they didn't realize was they were just making the ship sink faster and faster.

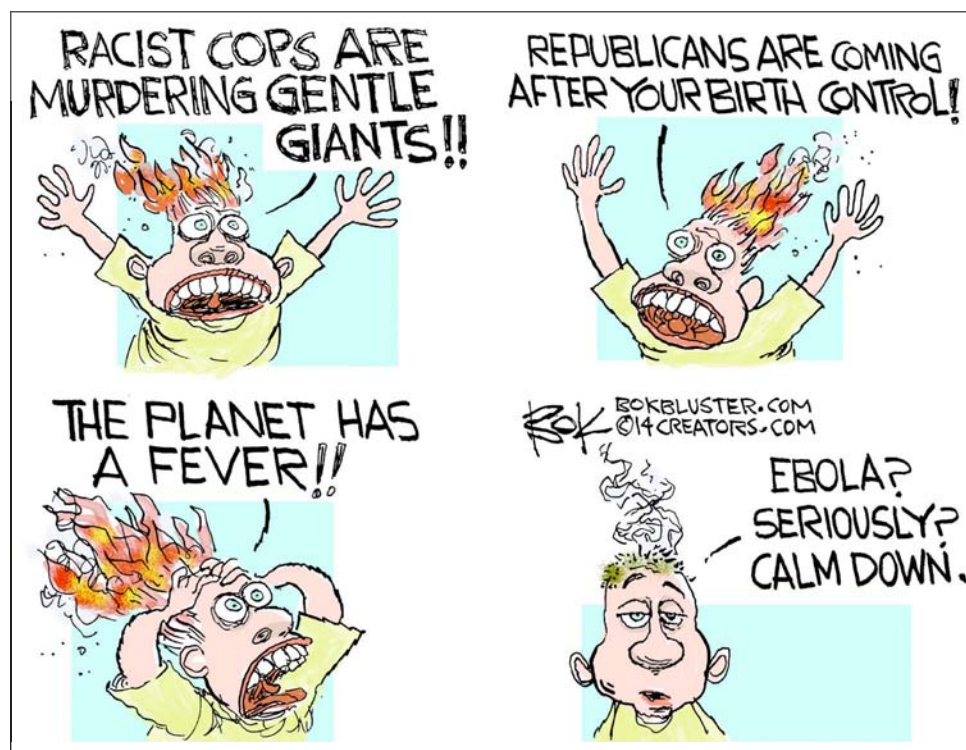
Now, let's put this in perspective. Just how much is \$1 trillion? That's \$1 bills lined up end to end, from here to the moon and back 200 times. Folks, it's simple economics. If your outgo exceeds your income, your upkeep will become your downfall.

Now I'm an optimist, but I think we need to turn things around. In the event that the government doesn't keep our great USS Economy from sinking, you need to empower yourself with a lifeboat that will help you stay afloat. That's why I spend my days teaching critical financial strategies — helping people find more secure paths to an abundant future. That way they can stay above water even if taxes go up, inflation degrades their purchasing power and economic storms rage.

At this point many people think, "Well, I'll be fine on my 401(k) lifeboat, so I don't have any worries about the future." But I'm afraid to say, 401(k)s are not the lifeline you may assume they are. The truth is, most people with traditional retirement plans like 401(k)s and IRAs will likely outlive their money. Why? Uncle Sam is going to have to take a bigger and bigger piece of the American taxpayer's pie.

To illustrate, let's say, like many Americans, that you had accumulated a \$1 million nest egg, and you were ready to retire back in the year 2000. You were sailing along, earning 7.2 percent, which meant you could theoretically withdraw \$72,000 a year, or \$6,000 a month. Like many people you thought, "I think we can retire on that."

Well, what happened? From 2001 to 2003 (during the post 9/11 meltdown), you



Considerations for 2015 - Is it time to make a few changes?

The year 2015 is less than two months away. Fall is the time when investors look for ways to lower their taxes and make some financial changes. This is an ideal time to schedule a meeting with a financial, tax or estate planning professional.

How do economists see next year unfolding? Morningstar sees 2.0-2.5 percent GDP for the U.S. for 2015, with housing, export growth, wage growth, very low interest rates and continuing vitality of energy-dependent industries as key support factors. It sees the jobless rate in a 5.4-5.7 percent range and annualized inflation running between 1.8-2.0 percent.

Fitch is far more optimistic, envisioning U.S. GDP at 3.1 percent for 2015 compared to 1.3 percent for the Eurozone and Japan. (Fitch projects China's economy slowing to 6.8 percent growth next year as India's GDP improves dramatically to 6.5 percent.)

The *Wall Street Journal's* Economic Forecasting Survey projects America's GDP at 2.8 percent for both 2015 and 2016 and sees slightly higher inflation for 2015 than Morningstar (with the CPI rising at an annualized 2.0-2.2 percent). *The Journal* has the jobless rate at 5.9 percent by the end of this year and at 5.5 percent by December 2015.

The *WSJ* numbers roughly correspond to the Federal Reserve's outlook: the Fed sees 2.6-3.0 percent growth and 5.4-5.6 percent unemployment next year. A National Association for Business Economics (NABE) poll projects 2015 GDP of 2.9 percent with the jobless rate at 5.6 percent by next December.

What might happen with interest rates? In the *Journal's* consensus forecast, the federal funds rate will hit 0.47 percent by June 2015 and 1.17 percent by December 2015. NABE's forecast merely projects it at 0.845 percent as next year concludes. That

contrasts with Fed officials, who see it in the range of 1.25-1.50 percent at the end of 2015.

Speaking of interest rates, here is the *WSJ* consensus projection for the 10-year Treasury yield: 3.24 percent by next June, then 3.58 percent by the end of 2015. The latest *WSJ* survey also sees U.S. home prices rising 3.3 percent for 2015 and NYMEX crude at \$93.67 per barrel by the end of next year.

Can you put a little more into your IRA or workplace retirement plan? You may put up to \$5,500 into a traditional or Roth IRA for 2014 and up to \$6,500 if you are 50 or

older this year, assuming your income levels allow you to do so. (Or you can spread that maximum contribution across more than one IRA.) Traditional IRA contributions are tax-deductible to varying degree. The contribution limit for participants in 401(k), 403(b) and most 457 plans is \$17,500 for 2014, with a \$5,500 catch-up contribution allowed for those 50 and older. (The IRS usually sets next year's contribution levels for these plans in late October.)

Should you go Roth in 2015? If you have a long-time horizon to let your IRA grow, have the funds to pay the tax on the conversion and want your heirs to inherit tax-free distributions from your IRA, it may be worth it.

Are you thinking about an IRA rollover? You should know about IRS Notice 2014-54, which lets taxpayers make "split" IRA rollovers of employer-sponsored retirement plan assets under more favorable tax conditions. If you have a workplace retirement account with a mix of pre-tax and after-tax dollars in it, you can now roll the pre-tax funds into a traditional IRA and the after-tax



MARK LUND

Hospital in Utah

Listed by Number of Beds

page 1

Hospital Name Address	Phone Web	# of Beds # of Employees	# of Physicians on Staff/Affiliated # of Registered Nurses For Profit	Specialties	Administrator Owner
University of Utah Hospital 50 N. Medical Dr. Salt Lake City, UT 84132	801-581-2121 healthcare.utah.edu	770 10,563	1,172 2,074 No	University of Utah hospitals and clinics are staffed by more than 1,100 physicians trained in more than 150 board-certified specialties	David Entwistle University of Utah
Intermountain Medical Center 5121 S. Cottonwood St. Murray, UT 84107	801-507-7000 intermountainhealthcare.org	472 4,295	1,444 1,481 No	All major specialties	David Grauer Intermountain Healthcare
Utah Valley Regional Medical Center 1034 N. 500 W. Provo, UT 84604	801-357-7850 intermountainhealthcare.org	395 2,273	532 DND No	Level 2 trauma center, cancer and heart services, newborn intensive care, surgery, stroke care, hyperbaric medicine	Steve Smoot Intermountain Healthcare
Jordan Valley Medical Center 3580 W. 9000 S. West Jordan, UT 84088 Campus of Jordan 3460 S. 4155 W. West Valley, UT 84120	801-561-8888 801-964-3100 jordanvalleymc.com	317 1,181	640 452 Yes	Full emergency inpatient and outpatient services, including heart care, stroke treatment center, women's health, orthopedics, sports medicine and rehabilitation services, diagnostic imaging, behavioral health services, Hernia Center of Utah, reflux center, Level III NICU, breast cancer center	Steven M. Anderson IASIS Healthcare
McKay-Dee Hospital Center 4401 Harrison Blvd. Ogden, UT 84403	801-627-2800 intermountainhealthcare.org	303 1,957	823 DND No	Level 2 trauma center, heart and cancer services, newborn intensive care unit, obstetrics, surgery	Timothy Pehrson Intermountain Healthcare
St. Mark's Hospital 1200 E. 3900 S. Salt Lake City, UT 84124	801-268-7111 stmarkshospital.com	294 1,516	650 503 Yes	Cardiovascular, stroke, women's, orthopedic, spine, weight treatment	Steven Bateman MountainStar Health
Primary Children's Hospital 100 N. Mario Capecchi Dr. Salt Lake City, UT 84113	801-662-1000 primarychildrens.org	289 3,400	803 DND No	Pediatrics, orthopedics, heart center, oncology, gastroenterology, diabetes	Katy Welkie Intermountain Healthcare
LDS Hospital 8th Ave. & C St. Salt Lake City, UT 84143	801-408-1100 intermountainhealthcare.org	253 1,398	1,109 483 No	Most major medical & surgical specialties including obstetrics & psychiatric care	Jim Sheets Intermountain Healthcare
Dixie Regional Medical Center 1380 E. Medical Dr. St. George, UT 84790	435-251-1000 intermountainhealthcare.org	245 1,703	263 DND No	ER, heart surgery, newborn intensive care unit	Terri Kane Intermountain Healthcare
Ogden Regional Medical Center 5475 S. 500 E. Ogden, UT 84405	801-479-2111 ogdenregional.com	239 858	299 350 DND	Joint replacement, robotic-assisted surgery, spine center, cancer treatment, alcohol and chemical dependency treatment center	Mark Adams HCA Healthcare
Davis Hospital & Medical Center 1600 W. Antelope Dr. Layton, UT 84041	801-807-1000 davishospital.com	225 810	420 DND Yes	Cardiology, orthopedics, ER, women services, cancer treatment	Mike Jensen IASIS Healthcare
Salt Lake Regional Medical Center 1050 E. South Temple Salt Lake City, UT 84102	801-350-4111 saltlakeregional.com	158 548	480 190 DND	Acute rehabilitation, Bariatric Center of Excellence, behavioral health in- & outpatient care, cardiology (including open-heart surgery), heartburn care center, hyperbaric medicine, oculoplastics, sleep medicine, robotics surgery	Dale Johns IASIS Healthcare

Hospitals in Utah

Listed by Number of Beds

Hospital Name Address	Phone Web	# of Beds	# of Physicians on staff/affiliated		Specialties	Administrator Owner
			# of Registered Nurses	# of Employees		
For Profit						
Logan Regional Hospital 1400 N. 500 E. Logan, UT 84341	435-716-1000 intermountainhealthcare.org	146	200		ER, obstetrics, surgery, cancer center	Michael Clark Intermountain Healthcare
		790	DND	No		
Timpanogos Regional Hospital 750 W. 800 N. Orem, UT 84057	801-714-6000 timpanogosregionalhospital.com	122	200+		Women's & newborn, orthopedics, cardiology, spine, hips, knees, emergency, general surgery, lab, radiology	Keith D. Tintle Hospital Corporation of America
		605	400	Yes		
Salt Lake Behavioral Health 3802 S. 700 E. Salt Lake City, UT 84106	801-264-6000 saltlakebehavioralhealth.com	118	5		Adult psychiatry, chemical dependency, geriatrics, trauma, PTSD	Kreg Gillman UHS
		178	52	Yes		
American Fork Hospital 170 N. 1100 E. American Fork, UT 84003	801-855-3300 americanforkhospital.org	90	230		More than 30 specialties, including labor and delivery, surgery, imaging, cancer	Michael Olson Intermountain Healthcare
		750	249	No		
Riverton Hospital 341 W. 12600 S. Riverton, UT 84065	801-285-4000 intermountainhealthcare.org	88	619		Medical, surgical, obstetrics, pediatrics	Blair Kent Intermountain Healthcare
		522	203	No		
Alta View Hospital 9660 S. 1300 E. Sandy, UT 84094	801-501-2600 intermountainhealthcare.org	69	746		Medical, surgical, obstetrics	Bryan Johnson Intermountain Healthcare
		545	197	No		
Brigham City Community Hospital 950 S. Medical Dr. Brigham City, UT 84302	435-734-9471 brighamcityhospital.com	49	55		Acute care hospital, Level IV ED certified, ortho surgery, general surgery, L&D, inpatient & outpatient rehab, general medical unit	Richard Spuhler HCA
		195	75	Yes		
Castleview Hospital 300 N. Hospital Dr. Price, UT 84501	435-637-4800 castleviewhospital.net	49	29		ENT surgery, pain management, emergency services, pediatrics, internal medicine, ICU/CCU, neurology, pathology, urology	Mark C. Holyoak LifePoint Hospitals Inc.
		371	83	Yes		
Valley View Medical Center 1303 N. Main St. Cedar City, UT 84721	435-868-5000 intermountainhealthcare.org	48	57		ER, obstetrics, surgery, cancer services, cardiology, spine & pain services, diagnostic imaging	Jason Wilson Intermountain Healthcare
		295	DND	No		
Sevier Valley Medical Center 1000 N. Main Richfield, UT 84701	435-893-4100 intermountainhealthcare.org	42	81		ER, diagnostic imaging, dialysis, family medicine, general surgery, obstetrics, lab, sleep lab	Gary Beck Intermountain Healthcare
		126	DND	No		
Shriners Hospital for Children Fairfax Rd. at Virginia St. Salt Lake City, UT 84103	801-313-3745 shrinershospitalforchildren.com	40	20		Pediatric orthopaedics, neuromusculoskeletal disorders	Kevin Martin DND
		218	45	No		
The Orthopedic Specialty Hospital (TOSH) 5848 S. Fashion Blvd. Murray, UT 84107	801-314-4100 intermountainhealthcare.org	40	159		Orthopedics, spine, hand	Barbara Ohm Intermountain Healthcare
		422	90	No		
Lone Peak Hospital 11925 S. State St. Draper, UT 84020	801-545-8000 lonepeakhospital.com	30	308		DND	Mark Meadows DND
		146	62	DND		
Park City Medical Center 900 Round Valley Dr. Park City, UT 84060	435-658-7000 parkcitymedicalcenter.org	30	345		Patient satisfaction, orthopedic surgery, wellness, PT, ER	Si Hutt Intermountain Healthcare
		395	136	No		

Hospital in Utah

Ranked by Number of Beds

page 3

Hospital Name Address	Phone Web	# of Beds # of Employees	# of Physicians on staff/affiliated # of Registered Nurses For Profit	Specialties	Administrator Owner
Orem Community Hospital 331 N. 400 W. Orem, UT 84057	801-224-4080 intermountain healthcare.org	24 148	532 DND No	Obstetrics, women's services, same-day surgery, imaging, ER	Scott Mortensen Intermountain Healthcare
Fillmore Community Medical Center 674 S. Highway 99 Fillmore, UT 84631	435-743-5591 intermountain healthcare.org	19 47	8 DND No	ER, diagnostic imaging, family medicine, general surgery, obstetrics, lab	Lenny Lyons Intermountain Healthcare
Heber Valley Medical Center 1485 S. Highway 40 Heber, UT 84759	435-654-2500 intermountain healthcare.org	19 99	92 DND No	ER, family medicine, general surgery, obstetrics, lab, plastic surgery, sleep lab	Shawn Morrow Intermountain Healthcare
Sanpete Valley Hospital 1100 S. Medical Dr. Mt. Pleasant, UT 84647	435-462-2441 intermountain healthcare.org	18 82	88 DND No	ER, diagnostic imaging, family medicine, general surgery	Aaron Wood Intermountain Healthcare
Delta Community Medical Center 126 S. White Sage Ave. Delta, UT 84624	435-864-5591 intermountain healthcare.org	18 67	3 27 No	Audiology, dermatology, diagnostic imaging, radiology, echocardiogram, emergency services, general surgery, laboratory, radiology, surgical services, women & newborn services, infusion therapy, obstetrics	Lenny Lyons Intermountain Healthcare
Bear River Valley Hospital 905 N. 1000 W. Tremonton, UT 84337	435-207-4500 intermountain healthcare.org	16 145	99 34 No	DND	Eric Packer Intermountain Healthcare



DND= Did Not Disclose N/A= Not Available
Please note that some firms chose not to respond, or failed to respond in time to our inquiries.
All rights reserved. Copyright 2014 by Enterprise Newspaper Group

LUND

from page 15

funds into a Roth IRA and have it all count as one distribution rather than two. Also, the IRS is dropping the pro rata tax treatment of such rollover amounts. (Under the old rules, if you were in a qualified retirement plan and rolled \$80,000 in pre-tax dollars into a traditional IRA and \$20,000 in after-tax dollars into a Roth IRA, 80 percent of the dollars going into the Roth would be taxed under the pro-rated formula.) The tax liability that previously went with such "split" distributions has been eliminated. The new rules on this take effect Jan. 1, but IRS guidance indicates that taxpayers may apply the rules to rollovers made as early as September 18, 2014.

Should you wait on a major financial move until 2015? Is there a chance that your 2014 taxable income could jump as a consequence of exercising a stock option, receiving a bonus at work or accepting a lump sum payout? Are you thinking about buying

new trucks or cars for your company, or a buying a building? The same caution applies to capital investments.

Look at tax efficiency in your portfolio. You may want to put income-producing investments inside an IRA, for example, and direct investments with lesser tax implications into brokerage accounts.

Finally, do you need to change your withholding status? If major change has come to your personal or financial life, it might be time. If you have married or divorced, if a family member has passed away, if you are self-employed now or have landed a much higher-salaried job, or if you either pay a lot of tax or get unusually large IRS or state refunds, review your current withholding with your tax preparer.

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. a Registered Investment Advisor firm in Utah.

ZAKARIA

from page 14

much more basic fact," he says. "Tunisia offered more fertile terrain for pluralism."

Of course, it may be too early to celebrate Tunisia's success. It faces a youth unemployment rate of around 30 percent. The government is also battling Islamist militants at home, and recent reports have suggested that the Arab world's only democracy is also its biggest exporter of fighters to join the Islamic State. (This may be because Tunisia is relatively open and its jihadis find that their appeal is limited at home.)

But Tunisia's success — so far — does suggest that there is nothing in Islam or Arab society that makes it impossible for democracy to take root. As would be true anywhere, you need some favorable conditions, good leadership, and perhaps a bit of luck.

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

(c) 2014, Washington Post Writers Group

KBS acquires Millrock Park

KBS Realty Advisors of Newport Beach, California, has acquired Millrock Park, a Class A office park located in the Cottonwood Heights submarket of Salt Lake City. The acquisition was made on behalf of a pension fund that is advised by KBS Realty Advisors.

Built between 2005 and 2008, the four-building property totals 488,623 square feet of rentable space on 22 acres of land.

"We believe that the location of Millrock Park is ideal for executives and employees alike," said KBS senior vice president Tim Helgeson. "Our tenants are surrounded by amenities including adjacent restaurants, hotels, golf courses, ski resorts and a stunning 360-degree view of the Salt Lake Valley."

"We are excited to increase our Salt Lake Valley portfolio with the acquisition of Millrock Park, which we feel is one of the

best projects in the best office submarket outside of the CBD. With the spectacular location, growing technology base of employment and business-friendly government, we believe that it is indisputably one of the most desirable spots for work, play and living in the Intermountain West," said KBS western regional president Rodney Richerson.

Millrock Park was 100 percent leased at the time of the sale.

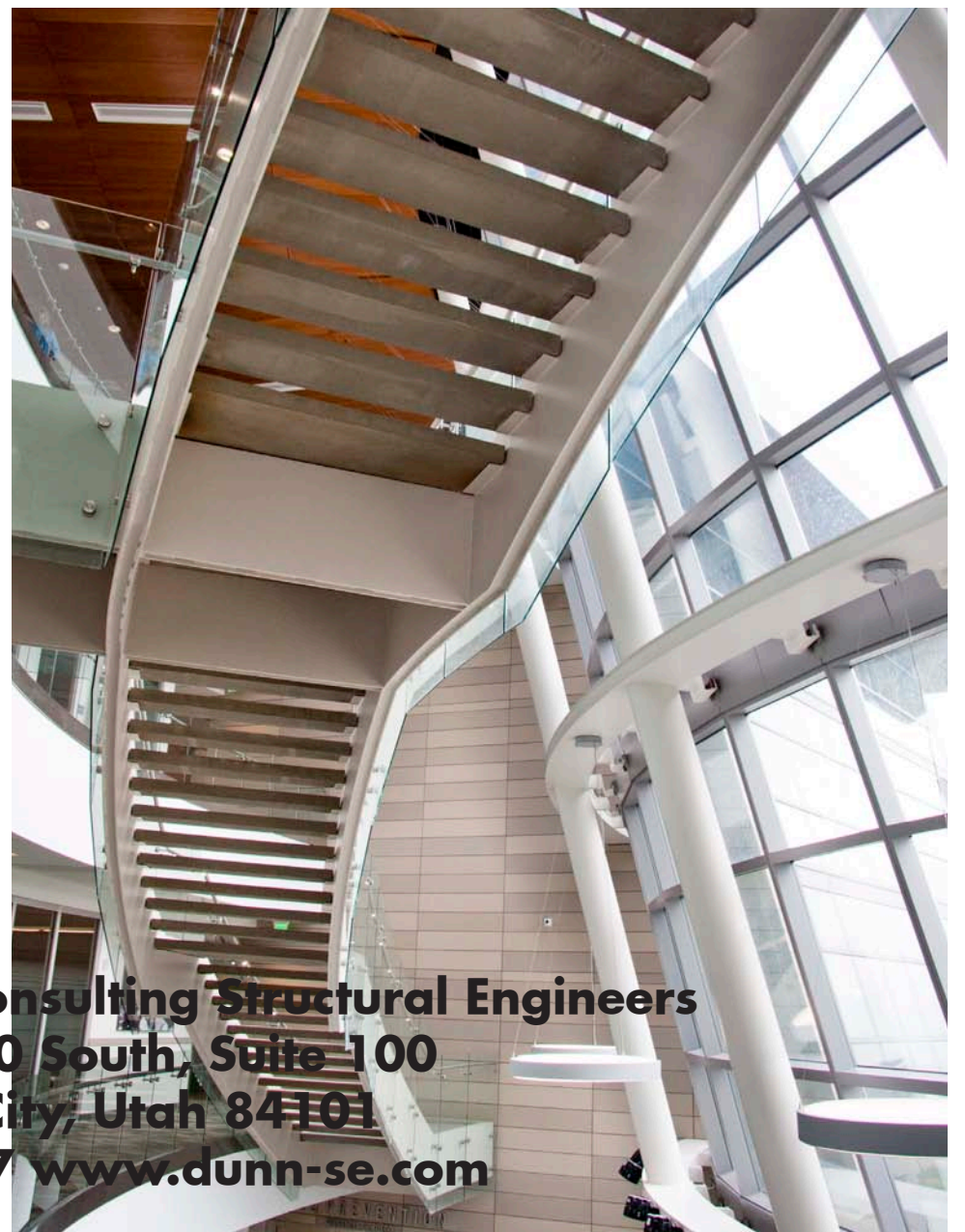
With the acquisition of Millrock Park and three properties that the company already owned — 222 Main, Gateway Technology Center and Parkside Tower — KBS and its affiliates now own more than 1.3 million square feet of rental space in the Salt Lake City market.

KBS Realty Advisors is a private equity real estate company and SEC-registered investment advisor founded in 1992.

Enabling Great Design



Salt Lake City Public Safety Building



DUNN ASSOCIATES, INC
Consulting Structural Engineers

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



DOWNTOWN PROVO DEVELOPMENT LAND

100 - 200 NORTH FREEDOM BLVD

FOR SALE



PROPERTY INFORMATION

- ±2.97 acres
- Zoned DT 1
- Ideal for Hotel/Retail/Multi-family
- Development incentives of approx. \$4 million including tax increment financing (see agent)
- Planned city parking garage adjacent to site
- Next to Utah Valley Convention Center

**SALE
PRICE
\$4,295,000**



Marketed By:
Jon Anderson
801-472-1000



5314 North River Run Dr Suite 110
Provo, UT 84604
jon@andersoncrg.com

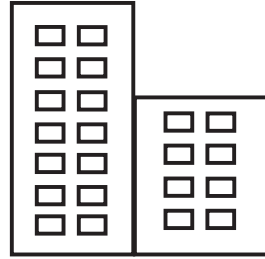
The offering is presented solely for informational purposes and is submitted subject to errors, omissions, change of price, rental or other terms, withdrawal without notice, and to any special listing conditions imposed by the seller. No warranty or representation, express or implied, is made as to the accuracy of the information contained herein and buyers and tenants are encouraged to conduct their own due diligence and research regarding the property.



I buy apartments and hotels!

25 Units plus

Contact Brandon Wixom
801-864-2626



We provide property searches!

About us:

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

PropertyInfo. Services, llc

Joel V. Baumgart
President, CEO

801-518-3618
joelbaumgart@comcast.net



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



Charron Sweat-Myers is a human resources recruiter with Zions Bank. With more than seven years of recruiting experience, she specializes in finance, banking and accounting recruiting.

Sweat-Myers currently coordinates the talent management for Zions Bank's Real Estate Banking, Commercial and Industrial Lending, Zions Bank Investment, and the Corporate Marketing and Communications groups. She enjoys finding talented people and helping them with the next steps in their careers.

She has helped multiple companies across the Salt Lake valley in their quest to find great talent, including Dyno Noble, AlSCO, CIT Bank, GE Capital, Basic Research, Extra Space Storage and Select Portfolio Servicing.

She volunteers at the Utah Art's Festival, and at The Road Home. She is also passionate about supporting programs that promote education.

Sweat-Myers holds a bachelor's degree in philosophy from Utah State University and is a Kappa Delta Sorority alumna.

Charron Sweat-Myers may be reached at Zions Bank:
Charron.Myers@zionsbank.com • 801/215-0029

Membership:

Jami Marsh
(801) 947-8300

Sponsorship:

Bridget Elliott
(801) 699-6422

www.crewutah.org
hello@crewutah.org

PLATINUM SPONSORS 2014



MEDIA SPONSOR



GOLD SPONSORS



SILVER SPONSORS



FRIENDS OF CREW



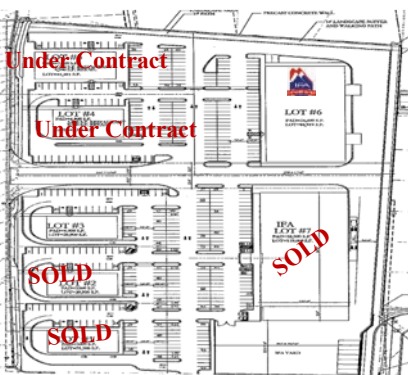


CR CHAPMAN RICHARDS AND ASSOCIATES

COMMERCIAL DIVISION

1414 E. Murray Holladay Road
801-278-4414

Commercial Lots-For Sale/Build To Suite
600 North 900 West-American Fork



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

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



Lease Rate:
\$1,150/Month

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

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



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

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

Office Space For Lease
777 East 4500 South

For Lease: \$375- \$1350 Full Service*



- 430-1000 Sqft Available
- High Visibility
- 5 Small Suites Available
- Tons Of Light
- Every Office Has Windows
- Ample Free Surface Parking
- *excludes interior janitorial

Kym McClelland 801-573-2828

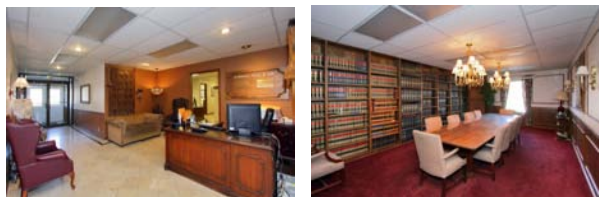
OFFICE BUILDING FOR SALE-GREAT LOCATION



1366 E. Murray Holladay Rd

For Sale: \$1,400,000

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



George Richards 801-631-9963

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: \$379,000

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

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



For Sale: \$449,000

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



GEORGE RICHARDS, CCIM 801-631-9963

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



\$12.50/Full Service*

- 1350 RSF-1205 USF
- 4 Offices, Reception Area & Waiting Room
- Main Floor Space
- New Paint & Carpet
- Updated Baths
- *Excludes Interior Janitorial



TERRY CONONELOS 801-205-7019

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



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

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

GEORGE RICHARDS, CCIM 801-631-9963

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



LEASE RATE \$14.00 NNN

- **3rd Floor** Office Suite
- 3,024 USF-3,478 RSF

George Richards, CCIM
801-631-9963



3.04 Acres -
\$1,200,000

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

Bijan Fakhrieh
801-918-9000



Northgate

BUSINESS PARK

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

\$165 and up

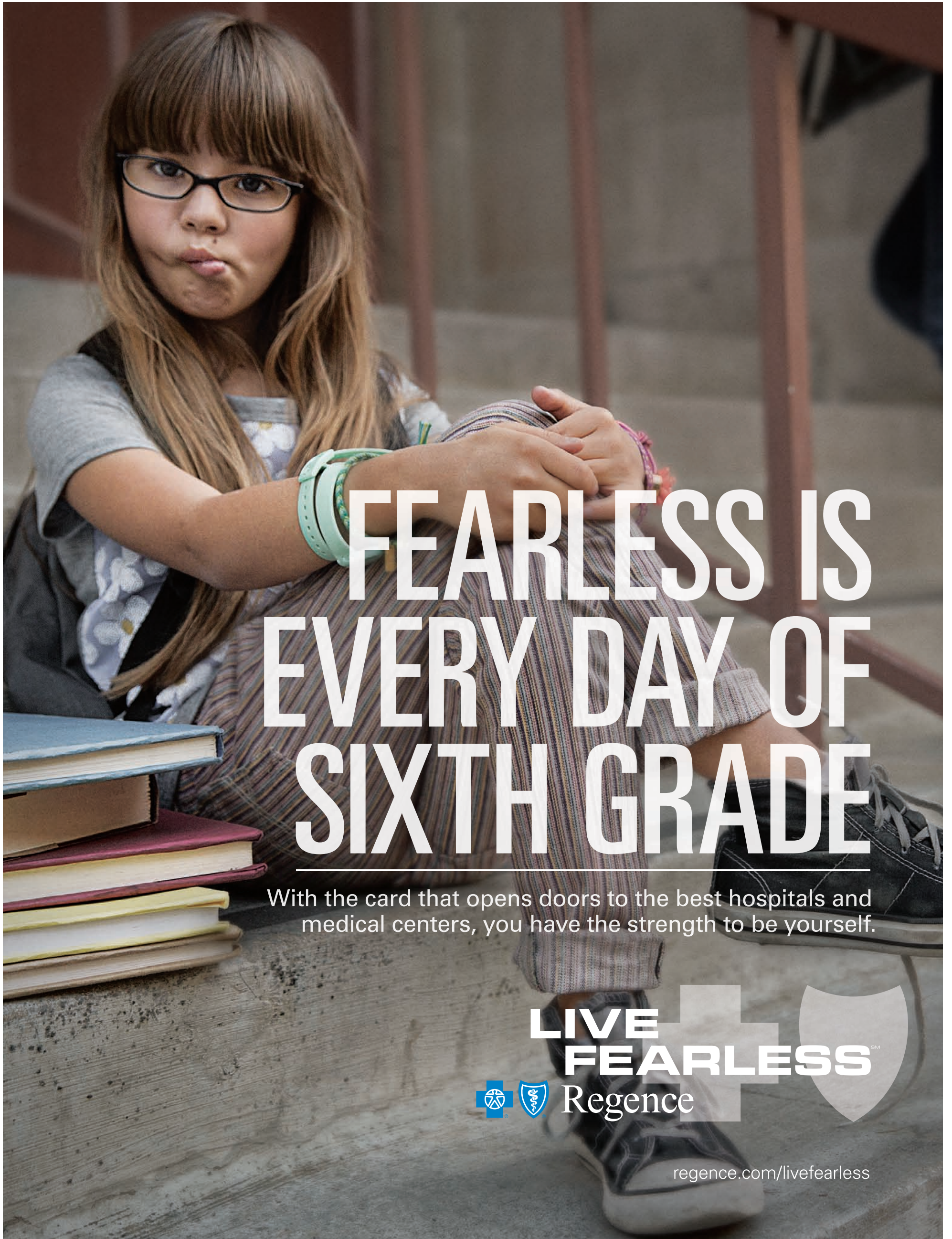


Private office available 8 blocks from downtown city center.
Located your business in the Northgate Business Park complex.
Currently home to over 80 different companies.

Absolutely the best deal in town!

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



FEARLESS IS EVERY DAY OF SIXTH GRADE

With the card that opens doors to the best hospitals and medical centers, you have the strength to be yourself.

LIVE FEARLESSSM



Regence

regence.com/livefearless