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Putting vets to work

In order to find jobs for the state's veterans, officials try to figure out how bad the problem is. **page 2**

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Tribune newsroom takes another hit

The Salt Lake Tribune has trimmed its editorial staff by another 20 percent and announced the resignation or retirement of three top executives. As rumors of impending cuts circulated, newsroom employees were given sealed envelopes with letters detailing each person's fate.

In addition to the managers, cuts includ-

ed 17 news personnel ranging from young reporters to veteran journalists from various beats.

Tribune editor Nancy Conway and editorial page editor Vern Anderson will retire at the end of this month, according to the company's website. Publisher William Dean Singleton is also stepping down but

will remain chairman of the board for the Tribune.

The Salt Lake City-based daily is owned by the MediaNews Group based in Denver, of which Singleton is also the chairman. MediaNews Group owns 57 daily newspapers and 122 non-daily newspapers throughout the United States.

Conway, who has led the Tribune's newsroom for more than a decade, has built a news-gathering operation known for investigative reporting and fighting for government access and accountability. Anderson, who joined the Tribune in 1999 after leading the Utah bureau of the Associated Press for 19 years, has been the editorial voice of the Tribune since 2002. He has penned many of paper's memorable opinions, including the 2012 endorsement of Barack Obama for president.

"Nancy and Vern have given extraordinary service to both The Salt Lake Tribune and the community it serves over the past decade. We wish them the best in retirement and I will continue to treasure their friend-

see TRIBUNE pg. 21



Brett Heimburger, Asia-Pacific director for the Governor's Office of Economic Development, makes a presentation on tourism in Utah to tour operators and press officials in Chengdu, China.

Utah delegation finds success during trade mission to China

Utah's trade mission to China, led by the Governor's Office of Economic Development (GOED), had a successful opening upon its arrival with multiple presentations, press conferences and business matchmaking meetings in Chengdu, a city located in southwest China with a population of over 14 million.

The trade mission began with an informative briefing by Consul General Peter Haymond and Benjamin Wang, chairman of the American Chamber of Commerce in Southwest China. Their presentations centered on China's current economic and political conditions, industry trends and best practices. Highlighted were two U.S. companies who have already been conducting business in the area for some time and have seen significant growth in the Chengdu market.

Business matchmaking meetings are a key part of the trade mission, where participating Utah companies discuss business opportunities with potential Chinese partners. Matchmaking meetings help Utah companies' grow their business in foreign countries, which in turn helps create jobs in Utah

as companies export more products or services.

"In Chengdu each of my meetings were very productive," said David Utrilla, president and chief executive of U.S. Translation Co. "My goal for this trade mission was to explore doing business in China, and I am pleased that these companies are interested in establishing a formal working relationship and that this took such a short time to accomplish."

Representatives from GOED held a tourism press conference and a foreign direct investment presentation with eager Chinese participants. International investment by Chinese firms is expected to increase dramatically over the next decade. The foreign investment seminar objective was to highlight some current projects and make sure Utah is included in the site selection process as Chinese companies look for opportunities in the U.S.

"Over 30 potential investors attended the foreign direct investment presentation, many of which expressed positive feedback

see CHINA pg. 12

New deal reached on Book Cliffs oil exploration lease

John M. Rogers
The Enterprise

The School and Institutional Trust Lands Administration (SITLA) and Anadarko Petroleum Corp. have come to an agreement that will keep the oil and gas giant out of the 18,000-acre Bogart Canyon area of the Book Cliffs until 2016. Last month, SITLA announced a lease agreement with Anadarko that would have opened 96,000 acres of the scenic Book Cliffs to energy exploration. The new pact will exclude the most sensitive — and roadless — area from development.

The amended agreement was reached Sept. 12 in a meeting with representatives of SITLA, Anadarko and the offices of Gov. Gary R. Herbert and U.S. Rep. Rob Bishop (R-Utah).

"We are pleased a mutually beneficial agreement could be reached," said Herbert. "By being willing to listen and respond to stakeholder concerns, Anadarko is once

see SITLA pg. 21



State working to solve veteran unemployment

Brice Wallace
The Enterprise

State officials want to do all they can to get employment for out-of-work military veterans, but currently they are working to pinpoint the depth of the problem.

Gary Harter, executive director of the Utah Department of Veterans & Military Affairs, told the Governor's Office of Economic Development (GOED) board at its September meeting that his office, the Utah Department of Workforce Services (DWS) and others in a veteran employment work group are trying to get updated statistics about veteran unemployment as they develop strategies to boost veteran hiring in the state.

The total number of veterans in Utah currently is estimated at more than 151,000 but Harter said it could be as high as 172,000. The latest figure for veteran unemployment was 7.2 percent in 2012, which was down from 8.1 percent in 2011.

"We've been asking the question [of] what it should be," Harter said. "Usually our unemployment rate for veterans is about 2 percentage points above the Utah average. ... We all agree that needs to be lower than that."

While the statistics are being

collected, the group is formulating goals for veteran employment. Harter said the thinking is that the veteran unemployment rate should match the state average unemployment rate but acknowledged that is a "stretch" goal. "We have a while to go to get there," he said.

DWS helped 26,679 veterans in 2012 with various types of assistance. More-recent data shows that in mid-July of this year, 2,199 vets were receiving unemployment assistance.

Harter provided the GOED board with figures indicating that the largest group of Utah veterans — about 50,000 — served in the Gulf War, although Vietnam War veterans were close behind, with more than 46,000. He added that young veterans have the highest unemployment rates because typically they entered the military straight from high school and never have been able to secure a permanent job.

"It's not uncommon for a number of them to never have had full-time employment," he said. "They were always in-between deployments or had temporary employment as well."

Board chairman Mel Lavitt said the state's efforts should be concentrated on helping those younger vets. "My concern is the Iraq [and] Afghanistan veterans because if you go too far back,

these people (Vietnam veterans) have had a chance to get jobs during good times. I think our focus has to be on the young kids and the guys coming back from the recent wars who have [had] nothing to come back to."

Bruce Summers, DWS' chief of veterans services, told the legislature's Veterans Reintegration Task Force recently that the department has 37 strategies designed to help veterans get work. One is expanding awareness of the "Utah Patriot Partnership" program that encourages Utah companies to look first to veterans when hiring. Harter told the GOED board that about 500 companies wanting to hire veterans have signed up for that program and that the DWS wants to boost the figure by 10 or more each month.

Harter said job fairs will be among the activities designed to boost veteran hiring. A Veteran Jobs, Benefits and Business Symposium is scheduled for Oct. 30 at the South Towne Expo Center in Sandy and will feature a job fair and business development and employment workshops. Details are at <http://business.utah.gov/news/events/150/>.

"At the end of the day," Harter said, "we want veterans, military reservists, National Guardsmen and their family members to be employed throughout the state of Utah, to get whatever they need for adjustments, whatever that happens to be, get that all taken care of [and] get them back in employment."

USTAR receives award for bringing research to Utah

The Utah Science Technology and Research Initiative (USTAR) has been awarded the Expanding Research Capacity award at the 2013 State Science and Technology Institute's (SSTI) Excellence in Technology Based Economic Development (TBED) national award program.

"Since its inception in 2006, USTAR has enhanced Utah's research capacity by skillfully connecting private, public and higher education assets in the state," said Dan Berglund, SSTI president and CEO. "Through USTAR's efforts, the state has recruited numerous world-class researchers, increased R&D funding attraction and spurred economic growth."

According to SSTI, six organizations were named winners of SSTI's 2013 Excellence in TBED award, serving as national models for states and regions investing in science, technology and innovation to grow their economies and create high-paying jobs.

"This award really is an acknowledgment to the foresight

and commitment of the state's lawmakers and business community," said Ted McAleer, executive director of USTAR. "We are fortunate to have the continued support of Gov. Gary R. Herbert and the state's legislature, who see USTAR as an economic engine for the state. It gives me great pride that USTAR has been recognized by a committee of our peers and by a national association of professionals that study economic development best practices."

USTAR is the sixth organization to win this award since the introduction of the awards program. Past winners include the Georgia Research Alliance, a program used to benchmark the USTAR program during its creation in 2006.

"In a short amount of time, USTAR has put in place the innovation capacity building blocks for a diversified knowledge economy," McAleer said. "We are seeing some very exciting results and based on the pace of our commercialization efforts, I am confident about the future success."

GOED attracts tech firm and 200 jobs

Indus Valley Partners (IVP), a technology and analytics tools company serving alternative asset managers, will open an office in Salt Lake City, creating 200 jobs over 11 years.

The company made the announcement after receiving a \$1 million tax credit over that same period from the Governor's Office of Economic Development (GOED) board.

Founded in 2000, IVP has more than 380 employees who serve more than 85 clients who manage more than \$630 billion in assets. It has offices in New York, London, New Delhi and Mumbai.

"It's almost shocking to me that they have 25 percent of all global hedge funds that utilize their technology, which is a pretty staggering number, and their demand is growing significantly and the company has to expand," Jerry Oldroyd, chairman of the board's Incentives Committee,

told the board. "The question for us is where that expansion is going to occur," he added, noting that the company also had been considering Dallas.

Gurvinder Singh, co-founder, chief executive officer and managing director, told the board that Goldman Sachs played a big role in the company's thinking about expanding into Salt Lake City, having set up a technology center there in 2000. "They were big proponents for this location, so that's how we ended up here," Singh said.

Chris Conabee, managing director of corporate recruitment and business services at GOED, said the expansion in Utah serves two of the state's industry clusters. "It's a great fit, not just for our IT space but it's a great fit for our financial [services] space as well," he said.

During the next 11 years, the company is expecting to pay near-

ly \$92 million in wages, with the incentivized jobs paying more than 25 percent above the Salt Lake County average wage including benefits. The project represents a capital investment of more than \$500,000 for the company, which will pay about \$5.4 million in state taxes over 11 years.

"Utah is increasingly known as the 'emerging Wall Street of the West,'" Gov. Gary R. Herbert said in a prepared statement. "The opening of the new office by Indus Valley Partners demonstrates the capabilities of Utah's educated and hard-working workforce and their contribution to the strength of Utah's growing economy."

Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah, said IVP's decision to open a Salt Lake City office "is reflective of Utah's continued success attracting successful companies to the state."



LHM Group to anchor Geneva development with new theater

The Larry H. Miller group of companies will build a Megaplex Theatre within the new development at the site of the former Geneva steel mill in Utah County. Construction on the new complex will begin immediately. According to Miller executives — and if weather permits — the project is expected to be completed in time for the holidays in 2014. The plans were announced at a recent groundbreaking ceremony attended by Gov. Gary Herbert and other dignitaries.

The new Megaplex location is part of a recently announced major planned community development project that will include entertainment, dining, shopping, housing and a Utah Valley University sports complex.

"The opportunity to expand our operations in Utah County and to be an anchor of this important development is significant and represents our commitment to improving the quality and enjoyment of life," said Greg Miller, chief executive officer of the Miller group. "We look forward to being an important part of this community and offering the service and innovations that have become synonymous with the Larry H. Miller Megaplex Theatres brand and experience."

The theater will feature 13 digital auditoriums, including a five-story 2D/3D digital IMAX screen. The 75,000 square foot facility will accommodate approximately 3,000 patrons and will create nearly 100 new full- and part-time jobs.

Anderson Development of Salt Lake City is developing 1,750 acres at the Geneva site into a planned community. Officials expect the development to be the home for an estimated 26,000 residents and to add an estimated 20,000 new jobs in Utah County.

EWS sells to No. Dak. electrical wholesaler

Border States Electric of Fargo, N.D. has reached an agreement to purchase Electrical Wholesale Supply of Utah (EWS). EWS is a 50-year-old family business headquartered in Salt Lake City with eight branch locations in Salt Lake City, Orem, Layton, St. George, Logan, Springville, Heber City and Park City.

"We are delighted to join the Border States team. We are both focused on excellent customer service and share common values," said Reed Gardner, president of EWS. "We believe Border States' ESOP (employee stock owner-

ship plan) and culture provide the best succession plan for our family-owned business. Border States will provide expanded resources and opportunities for our employees and customers."

The transaction will close on Sept. 30. Gardner and Arwyn Murphy will continue to lead the EWS branches and the EWS employees will join the Border States ESOP and become employee-owners. The company name will change slightly to Electrical Wholesale Supply of Utah, a division of Border States.

"Border States has a long his-

tory of service excellence, and EWS delivers excellence with service. As our two companies join forces, it is truly excellence connecting," said Tammy Miller, CEO of Border States.

Border States supplies products and services to construction, industrial and utility customers. The 100 percent employee-owned company is the ninth largest electrical distributor in the U.S. as ranked by *Electrical Wholesaling* magazine. With this acquisition, Border States will have over 1,600 employees and 63 branches in 14 states.



Officials gather to celebrate the one billionth airbag initiator produced in the Tremontion Autoliv plant: (L to R) Jeff Rees, Tremontion City Council; Steve Fredin, president, Autoliv Americas; Kevin Fox, plant manager, Autoliv Tremontion; Dan Garceau, vice president of airbag operations of Autoliv Americas; Sen. Peter C. Knudson, R-Brigham City; and Mayor Arlon Bennett, city of Tremontion.

Autoliv reaches major milestone

Autoliv Inc., manufacturer of automotive safety systems, recently produced its one billionth airbag initiator at its Tremontion facility. The event was celebrated with a ceremony attended by employees along with local and state government officials.

An initiator is the device that converts a signal from a vehicle's electronic control unit into a pyrotechnic charge which then starts the chain of events in the deployment of an airbag or seatbelt pretensioner.

"Customers and families depend on the initiators made in Utah to save lives and prevent fatal injuries," said Dan Garceau, vice president of airbag operations for Autoliv Americas. "The public relies on Autoliv's expertise to manufacture the best automotive safety products in the world."

One billion initiators have rolled off the line at the Tremontion initiator facility since production began in 1993. This achievement is being recognized simultaneously with the company's 60th anniversary. Autoliv's involvement in automotive safety dates back to 1953 in Stockholm, Sweden, when founder Lennart Lindblad developed the first seatbelt, a two-point static belt.

The Tremontion plant has been Autoliv's primary airbag initiator-producing facility since 2005 and builds an average of nearly 2.7 million initiators per week. The facility underwent expansions in 2000 and 2013 to meet global market demand for increased safety products in vehicles.

Autoliv's 400 Tremontion employees also manufacture micro gas generators, which are used as

a pre-tensioning device for seat belts in the event of an accident. Seatbelt pretensioners ensure the occupant is in the proper position to maximize the effectiveness of the deployment of the airbags.

Autoliv operates in four cities in Utah: Brigham City (airbag inflators, seat buckle pretensioners and retractors, and a service parts operation), Ogden (airbags and a technology center), Promontory (chemical generant and igniters); and Tremontion.

"Our employees are passionate about making reliable products that contribute to advancements in safety technology" said Kevin Fox, plant manager at Tremontion. "We are proud to be part of the Autoliv family and continue to focus on growth in our people, our community and our brand."

Wilson to headUCAIR

The Utah Clean Air Partnership (UCAIR) board has announced that Ted Wilson has been selected as the new executive director of the nonprofit organization.

UCAIR's stated mission is to educate the public on air quality issues and solutions, promote voluntary personal actions to reduce emissions and help facilitate change through a grants and loans program. UCAIR works to accomplish this mission by creating partnerships with the several organizations in the air quality arena.



Ted Wilson

"Ted is the ideal choice to move UCAIR forward," said UCAIR board executive committee member Dr. Robert Paine. "His many years of public service, an extensive network of contacts and his proven skill as an initiator of change and his passion for our state will be a great benefit to leading this organization."

Wilson is the former mayor of Salt Lake City, serving from 1976 to 1985. He directed the Hinckley Institute of Politics at the University of Utah from 1985 until 2003. More recently he worked for Canyons Ski Resort, from 2011 to 2013, as a governmental affairs director.

"The key to success for UCAIR is to coordinate its efforts with the many robust activities already under way in the air quality arena," Wilson said. "As we gather resources and continue to organize, our aim is to promote air quality strategies that work and provide resources to others to foster innovation and create tangible solutions to air quality challenges."

Wilson replaces former executive director Shawni McAllister, who stepped down for personal reasons earlier this summer.

Hamlet Homes breaks ground in S. Salt Lake

Hamlet Homes has broken ground on a new townhome community called Carlisle Place, located at the intersection of 700 West and Carlisle Ave. (3800 S.) in South Salt Lake. The community will consist of 57 three-story townhomes featuring brick-and-stucco exteriors and enhanced interior floor plans and design features.

"Carlisle Place is Hamlet Homes' 36th community since our founding in 1994, and our third community in the city of South Salt Lake," said Michael Brodsky, founder, owner and chairman of Hamlet Homes. "Carlisle Place reflects Hamlet's commitment to designing and developing top-quality, value-priced communities that provide every home buyer with a superior experience. It also aligns with South Salt Lake Mayor Cherie Wood's top priority to provide residents with quality housing and beautiful, healthy neighborhoods."

Wood joined Brodsky and Gary Jones, COO of UTOPIA, in the groundbreaking ceremony and said, "Hamlet Homes is a valued partner in changing the face of the city of South Salt Lake and contributing to our 'Promise South Salt Lake' initiatives."

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Nature Food Products set to bring pork processing plant, 260 jobs to Box Elder Co.

Box Elder County will be the home for a new pork processing plant which could be a \$35 million capital investment for California-based Nature Food Products (NFP).

The company announced the expansion into Utah after being approved for a tax credit totaling about \$1.4 million from the Governor's Office of Economic Development (GOED) board at the board's September meeting.

The new plant will employ about 260 people.

NFP is a new company that is a wholly owned subsidiary of Yosemite Meat Co., based in Modesto, Calif., focused on producing pork products for the California market. It expects to grow that market and expand into Utah, Arizona, Colorado, Nevada and Idaho.

A representative of the ownership family, Michael Lau, told the board that the company had considered several locations for the new plant during the past year.

"We're limited as a family but we're a family business, and we're hoping to grow and expand our family business and we see [this] as a perfect opportunity for it," he

said.

Lau later noted that "we're not in a glamorous industry, but we're in an industry everybody loves — bacon — I hope."

The plant represents the company's transition from wholesale to retail. Lau said the first phase will include harvesting animals and selling carcasses to distributors. The second phase will feature advanced meat cutting for retail products. The third phase will focus on producing specialty products such as bacon and sausage.

Jerry Oldroyd, chairman of the GOED board's Incentives Committee, said the plant will stand out in the industry. "This is going to be a transparent plant that focuses on humane treatment and safety," he said. "It's totally transparent. You can go in and watch the whole process. There aren't many, if any, plants like this."

"We hope to revolutionize the industry because the industry has gotten some bad press," Lau added. "Our goal is to try to change some of it with our transparency. ..."

The new plant is expecting to pay nearly \$93.6 million in wages over 10 years, with the positions

paying at least equal to the Box Elder County average wage including benefits. During that time, the company will pay about \$6 million in state taxes.

"The expansion into Utah by Nature Food Products shows the great strengths that Utah possesses not only in location, but also in infrastructure and workforce," Spencer Eccles, GOED's executive director, said in a prepared statement. "These new manufacturing facilities will strengthen Utah's economy and support Utah's progress as a global agricultural business destination."

Kisco building new senior center

Kisco Senior Living has begun construction on Sagewood at Daybreak, its first senior living community in Utah. Kisco currently has 22 senior communities in six states.

The 200-unit independent and assisted living center is scheduled to open for move-in the first quarter of 2015. Total square footage is 230,000 and will be inclusive of dwellings, dining options, a salon, day spa and fitness center.

To staff the new facility Kisco will recruit locally. An estimated 80 to 90 full-time positions will be created.

"Utah's educated workforce, investment in public transportation and stable economy were reasons that we wanted to expand into Utah," said Mitch Brown, Kisco chief development officer. "And Daybreak's master planned community fulfilled everything we wanted in creating a senior-focused community that caters to the whole human experience encompassing the primary aspects of a healthy lifestyle: emotional, intellectual, physical, social, spiritual and vocational."

Sagewood will be located across from Daybreak's SoDa row and is one block from the 65-acre Oquirrh Lake.

Inception Mining leases Nevada cattle land

Salt Lake City-based Inception Mining Inc. has announced that it has entered into an agreement in principal with Crawford Cattle Co. to acquire over 16,000 acres of mineral rights in Humboldt and Elko counties in Nev., approximately 70 miles north of Winnemucca. The acreage lies in or is adjacent to the Getchell Trend, which is part of the property the company has under contract

to be purchased.

According to the company's CEO, Michael Ahlin, "We believe the lands to be acquired are deemed highly prospective given their general location in the Getchell Trend. Specifically, we are under contract to acquire sections of lands that are adjacent to the Turquoise Ridge Property, the Pinson Mine and a lesser amount of acreage near the Midas Gold Prop-

erty. The Turquoise Ridge Property is a joint holding of Barrick Gold Corp. and Newmont Mining Corp." At this stage, the company has not determined or committed to a plan of development and is just beginning its resource evaluation.

Inception is focused on identifying certain historical mining areas that fit strict parameters of recoverable grades of minerals.

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New African Chamber of Commerce launches Utah operation

Brice Wallace
The Enterprise

The so-called "Dark Continent" has a bright economic future in which Utahns can play a role.

So say economic development leaders who gathered in Salt Lake City recently to mark the launch the African Chamber of Commerce of Utah (ACCU). The new organization joins European, Asian and Hispanic chambers already established in the state.

"Is Utah ready for Africa?" Thomas Appiah, chairman of the ACCU board, asked the crowd at the "Doing Business in Africa" seminar hosted by the World Trade Center of Utah and the Governor's Office of Economic Development. "Africa is calling on you. I'm excited about this process. This is the time. This is our time. This is our time to come to light on this wonderful growth that is happening in Africa."

David Fiscus, director of the U.S. and Foreign Commercial Service Office in Utah, cited statistics indicating that Africa — especially countries south of the Sahara Desert — are prime for economic opportunity.

Already, trade between the U.S. and Africa has tripled in the past decade and the U.S. exports to sub-Saharan countries totals more than \$21 billion annually. Africa is home to seven of the 10 fastest-growing economies in the world, behind only China, India and Vietnam, and the economy of sub-Saharan Africa is expected to grow by 5 percent to 6 percent during the

next two years, he said.

Ethiopia, with 84 million people, is expected to see economic growth trailing only China and India over the next few years. Other emerging economies are in Mozambique, Tanzania, Ghana, Zambia, Nigeria and Congo.

"Sub-Saharan Africa indeed today is the second-fastest region of the world, just behind developing Asia," Fiscus said. "And in a few years time, they'll overtake some of the Asian region. So, lots of growth ahead."

Fiscus also noted that by the year 2020, more than half of African households will have enough income to allocate money to non-essentials. There will be "a lot more discretionary, disposable income among the middle class," he said. "So there really is this sense of a consumer society developing in these markets, which is fantastic if you have products that fit into that type of category and really is a new frontier for establishing your brand."

"David gave you a lot of in-

formation, data, statistics, giving you a sense that this is the time," Appiah told the crowd. "Africa is ready for you."

Appiah, who also is chief executive officer of Appiah Consulting Team International Inc., presented a slide show showing manufacturing, farming and tourism activities in Africa, as well as a list of many prominent U.S. companies already established there.

"These are the dreamers out there, doing business in Africa," he said. "As you can tell, there are huge companies reaping the benefits of those opportunities Imagine all of us out there, helping move this great work forward."

Appiah said the vision for the ACCU will be to enhance mutual partnerships, encourage trade and investment, serve an information resource for entrepreneurs and investors, foster growth and mutual benefit, identify investment opportunities, enhance investment partnerships, foster networks and cultural exchanges, and influence incentives to drive business

growth.

Sabina Zunguze, ACCU president and founder and owner of Beautiful Options USA, A Gift to Africa, Basabody LLC and Muchero LLC, said the new chamber plans to have information and conduct forums on how to do business in Africa; to host networking events, monthly webinars and/or educational meetings; and to help Utah Africans with resources for doing business in Utah and the U.S.

Ryan Evans, vice president of business and community relations for the Salt Lake Chamber and volunteer director of the Utah Chamber of Commerce, welcomed the ACCU and wished it well. "Chambers of commerce can play a critical role," Evans said, "and I have no doubt that they will do just that and be a wonderful addition to the Utah economy."

The ACCU's mailing address is 9690 S. 300 W., Sandy. It can be reached by calling (801) 872-8350 and emailing info@accutah.org.

Blu. to open LNG station at SLC Maverik

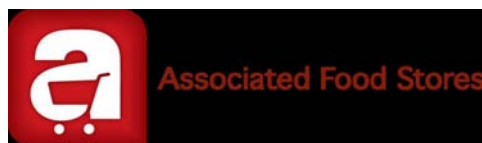
Blu., a developer of liquefied natural gas (LNG), has teamed with Maverik to open an LNG fueling station in Salt Lake City. It is the first Blu. (the period is part of the official name of the company) station to be co-located at a Maverik commercial and large-vehicle fueling location.

"In areas of industrial activity," said John Hillam, vice president of the Power Move division at Maverik Inc., "there is no strong service provider to meet the needs or fuel interests for blue-collar customers. We built this for them."

The station, located at 1445 S. Gustin Road, allows customers access to the LNG facilities 24 hour per day. Blu. has opened 12 such stations, with an additional 30 being planned.



We would like to thank the sponsors of the 2013 Wadman Charity Golf Tournament. Thanks to your generosity, the tournament was a great success again this year. The proceeds will go towards our Annual Service Project. Thank you for helping make a difference in our community!



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Industry Briefs

AGRICULTURE

• **Honnen Equipment** has promoted **Steve Malloy** and **Ken Puttmann** to



Steve Malloy



Ken Puttmann

director positions. Both will be based in the company's corporate headquarters in Denver. Malloy is the company's director of John Deere sales. He has 20 years of experience in John Deere sales and will oversee all John Deere sales operations. Puttmann has been named director of product support. Puttmann has 30 years of experience and will oversee all product support operations throughout Honnen's four-state territory of Utah, Colorado, Wyoming and southern Idaho.

ARTS/ENTERTAINMENT

• The **Governor's Office of Economic Development** (GOED) board, at its September meeting, **approved one film incentive and adjusted another** after changing its incentive policy. The board approved a tax credit of between \$253,600 and \$317,000 for H8TRZ LLC for the film "H8TRZ," a drama with a high school setting that will be filmed in part at the former Granite High School. The company is expected to spend \$1.27 million shooting in Utah, which will take place Nov. 4-23. The board also approved a \$120,000 incentive for SAS3 LLC for the production of "Saints and Soldiers 3," an action feature film that is a follow-up to the 2003 film "Saints and Soldiers" and a 2012 prequel, "Saints and Soldiers: Airborne Creed." The figure represents 20 percent of the estimated spending by the company in Utah. In June, it was approved for a \$90,000 incentive. The board decided this month to adjust the incentive program to

allow films with Utah budgets between \$200,000 and \$1 million to receive a 20 percent incentive as a way to lure more smaller productions to the state.

ASSOCIATIONS

• The **deadline for nominations** for the **Utah Manufacturer of the Year Awards** is the close of business Oct. 11. The Utah Manufacturing Association recognizes top manufacturers in several categories based on the number employees within a company. All manufacturers with a significant presence in Utah may apply. The company does not need to be headquartered in Utah. Nominations for the award can be submitted from any person or group. Self-nominations are encouraged. This year's activities include an additional award, the Workforce Development Excellence Award, honoring a company for the exemplary efforts in developing a workforce for manufacturing in the state. This honor will be awarded to one specific company regardless of category size for their outstanding efforts in workforce development. Nominations must be submitted electronically. Details are available by emailing Teresa Thomas at teresa@umaweb.org.

CONSTRUCTION

• **EDA Architects**, Salt Lake City, has promoted **John Shuttleworth** to president.



John Shuttleworth

Shuttleworth is EDA's principal-in-charge of its civic, justice and education programming, planning and design studio, and has extensive experience in facility assessments and reuse. His 25 years of experience includes working to evolve the firm's ability to shape the design of civic and educational environments from purely functional spaces to highly engaging and dynamic spaces. He is currently serving as project manager

for the University of Utah's Pierre Lassonde Entrepreneur Center at the David Eccles School of Business.

GOVERNMENT

• The state of Utah's online portal **myCase** has been named a winner in the Government-to-Citizen category in the **2013 Best of the Web and Digital Government Achievement Awards**. MyCase is the Department of Workforce Services' online system that allows temporary assistance customers to log in at any time and instantly view all their account information. The system is cheaper, more user-friendly and more efficient than any methods previously used. It was created through a partnership between DWS and the Department of Technology Services. Nearly 280,000 customers manage their accounts through myCase.

• The **Governor's Office of Economic Development** (GOED) board, at its September meeting, approved a **\$25,000 economic opportunity grant** to facilitate the Taiwanese business delegation visit at the **"Scenic Tour of Utah"** bicycle tour. Thirty-two riders were expected at the event, which began in Ogden Sept. 11, including many top executives and owners of bicycle product manufacturing companies. Organized by the city of Ogden, the seven-day bicycle ride was scheduled to travel through Ogden, Snowbasin, Salt Lake County, Utah County, Park City/Sundance, Capital Reef, Bryce and Zions national parks, and St. George before concluding in Boulder City, Nev., at the Outdoor Demo portion of Interbike, North America's largest bicycle tradeshow. "What we're really doing is, we're taking the largest bike show in the world, which is going to be Interbike down in Las Vegas, and putting a little bit of a pre-Interbike Utah twist on it, which I think we can lever for years to come," Chris Conabee, managing director of corporate recruitment and busi-

ness services at GOED, told the GOED board. Among sponsors raising \$100,000 for the event were Ogden, \$25,000; Salt Lake County, \$25,000; SLC Visitors, \$15,000 in in-kind rooms; Utah County, \$10,000; Washington County, \$2,500; Weber State University, \$5,000; and TRP, a bicycle brake manufacturer, \$10,000.

HEALTH CARE

• **Salt Lake Regional Medical Center** has appointed **Dale Johns** as chief executive officer. Johns



Dale Johns

previously was CEO of Town and Country Hospital in Tampa, Fla. He also has experience with IASIS Healthcare in Utah. In 2004, Johns was the director of medical imaging for Davis Hospital and Medical Center, where he became chief operating officer in 2006. He transferred to Salt Lake Regional Medical Center as COO before moving to Town and Country Hospital the following year. Johns' education includes a bachelor's degree in health services administration from Weber State University and an MBA from the University of Utah.

• **Lipocine Inc.**, a specialty pharmaceutical company based in Salt Lake City, has hired **Morgan Brown** as executive vice president and chief financial officer. Brown has more than 20 years of financial and accounting experience, including more than 13 years in financial management of life science companies. Most recently, Brown was CFO at Innovus Pharmaceuticals Inc. and was CFO of World Heart Corp. and Lifetree Clinical Research, vice president of finance and treasurer of NPS Pharmaceuticals Inc., and a senior manager at KPMG LLP. Brown earned a master's degree in business administration from the University of Utah and a bachelor's degree in accounting from Utah State University.

• **Neurospine Institute**, based in Orlando, Fla., will open a **second location in Park City** in January. The location will offer diagnostics and conservative spine care, prehab, rehab and treatment, with a focus on outpatient spine micro decompression, minimally invasive reconstruction, artificial disc surgery and stem cell disc regeneration. Phase 1 will focus on advanced diagnostics, rehabilitative care and sports spine injury management. Phase 2 will begin in the second quarter and will include pain management and opening of the outpatient surgery

center that will be equipped with state-of-the-art microsurgical and navigational equipment. During Phase 3, by summer 2014, the site will extend its staff and services while bringing the culture of next generation spine health, training and education to the medical training facility at NSI Park City.

• Audiologist **Dr. Anne Lobdell** has been appointed chair of the **Loop Utah Steering Committee**, which serves to educate venues about hearing loop technology throughout the state to enrich the experiences of their hard-of-hearing visitors. Hearing loops deliver sound to an individual's t-coil-equipped hearing aid or cochlear implants wirelessly. That empowers hearing-impaired people who visit public spaces and venues to enjoy a clear, immersive listening experience that they could otherwise not receive. The kickoff event for the Loop Utah Movement, sponsored by Listen Technologies, took place Sept. 21 at the Sanderson Community Center. Lobdell has been in practice more than 10 years.

MEDIA/MARKETING

• The **Walton Group Inc.**, a public relations and advertising firm based in Provo, has hired **Kevin McFadyen** as an account executive. He will help manage the firm's implementation of various client services, including event planning, strategy development, media relations, social media management and news writing, as well as coordinating with advocacy groups and subcontractors. His experience in client services includes multiple years in the health insurance industry. He also interned as a social media/communications consultant at HoldOn Communications in California. McFadyen graduated from Brigham Young University's Communication Studies program in 2012.

NONPROFITS

• The **Utah March of Dimes**, a nonprofit organization for pregnancy and baby health, has named



Cynthia Tibbetts Lyman

Cynthia Tibbetts Lyman as the new state director. She has three decades of experience in Salt Lake City in marketing, fundraising and management, developing branding, media and fundraising campaigns. She is a graduate of Utah State University.

see BRIEFS next page

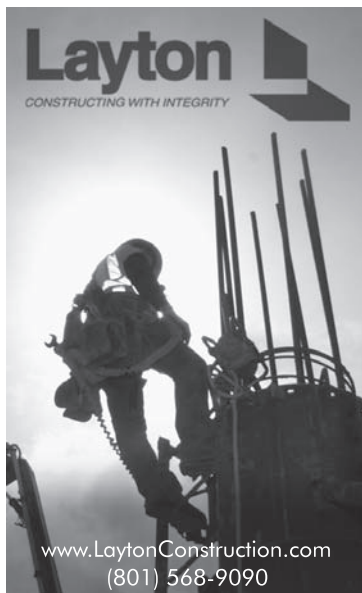
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When you speak, do people want to listen to you?

I'm at a corporate conference about to give my 90-minute, customized, personalized talk. I spent hours preparing it — as I do all my talks — and I've spent the last 20 years improving my speaking presentation, and performance skills.

I'm not just a speaker. I'm a student speaker.

Anyway, before my talk, the two corporate leaders of a multibillion dollar company addressed the gathered 200 in the audience. The attendees are eager to hear their words and looking for (hoping for) inspiration and direction.

Unfortunately, they don't get either.

The leaders, although smart and capable, are HORRIBLE presenters.

I guess they don't consider the skill important enough to master. Not good. They have a responsibility to be GREAT. Their people are counting on it.

REALITY QUESTION: How's your leader? How are his or her presentation skills?

REALITY QUESTION: How good of a presenter are you?

REALITY QUESTION: Do your people, your audience, and your customer WANT to listen to you? Or do they HAVE to listen to you?

REALITY QUESTION: When you're giving a talk or making a presentation, how compelling is your message?

REALITY QUESTION: Are



JEFFREY GITOMER

BRIEFS

from previous page

REAL ESTATE

• **Cushman & Wakefield Commerce** has hired **Mark Cannell** as its newest agent in the Salt Lake City headquarters.



Mark Cannell

Cannell has more than 15 years of experience developing and implementing initiatives and partner relationships. Cannell previously worked as senior product manager with Utah Interactive and with government agencies. He has been a business owner and operator in the Salt Lake City community for over 25 years and a partner of Canella's, a local restaurant. Cannell earned a Bachelor of Arts in International and Developmental Economics from the University of Utah.

SERVICES

• **Grant Thornton LLP** has named **MK Mortensen** as leader of the firm's Salt Lake City tax practice. Mortensen joined the firm in 2006. He has more than 15 years of experience in taxation with an emphasis in corporate tax and flow-through entities. He leads the firm's tax engagements in the Salt Lake City office for corporate clients, with particular expertise in corporate and international tax planning, preparation and review. Prior to joining Grant Thornton, Mortensen served as a controller in a publicly traded medical diagnostic company. He received a master's



MK Mortensen

degree and a bachelor's degree in accounting from Brigham Young University. Mortensen succeeds **Clark Christian**, a tax partner in the Salt Lake City office, who is retiring from the firm. Christian was tax practice leader for the past 30 years.

• **Paul Davis Restoration Inc.**, a provider of restoration services for residential, institutional and commercial properties, has named **Jami Furniss** director of marketing. She will manage online marketing, vendor contracts and service relationships with insurance agents, adjusters, property management companies and fire stations. Furniss previously was director of marketing for Henry Walker Homes and a marketing development engineer at Marketstar and i4 Solutions.

• **Chris Bateman**, chief executive officer of Industrial Supply Co., has been selected to serve on the board of directors for **Affiliated Distributor's Industrial Supply Division**. Bateman has been with Industrial Supply Co. since 1982, most recently as the senior vice president of sales. He currently serves as the chairman of the AD Product Committee and will continue to do so as a member of the board. AD, offering independent distributors and manufacturers support and resources that accelerate growth, has 618 independently owned members and 3,605 locations, and spans seven industries and two countries, with collective annual sales in excess of \$26 billion.

TRANSPORTATION

• The board of directors of **SkyWest Inc.**, St. George, has declared a **quarterly dividend** of 4 cents per share. The dividend is payable Oct. 4 to shareholders of record Sept. 20. It is the company's 73rd consecutive dividend.

you afraid to give a talk? NO — you're just unprepared. Or not prepared enough to own the talk. **NOTE WELL:** You can never own the prospect, the customer or the audience if you don't own the presentation.

When you give a talk or make a presentation, make certain you understand:

- What your engagement points are.
- How you want the audience to walk away feeling.
- What you want the audience to do tomorrow.

BIG SECRET: Think of it as a performance, not a presentation.

BIGGER SECRET: Never stand behind a podium. Get down off the platform and walk around.

BIGGEST SECRET: Learn to *perform* by singing karaoke. (I did.)

If you're giving a speech (and you should be in order to be perceived as a leader), or making a presentation, there are some strategies and elements you must employ in order to ensure maximum attraction, engagement, connection and maybe even sale...

1. **Use genuine humor.** Start with a comment or story that leads to BOTH laughter and learning. Go on YouTube and look at my videos. They will provide answers to humor and education. At the end of humor is the height of listening.

2. **Ask poignant questions.** Ask people what they're hoping for. Make the people you're addressing THINK. Especially about themselves.

3. **Ask intellectual questions.**

Talk about their experiences and yours. Show wisdom. Ask about subject matter knowledge.

4. **Tell a story that relates to you AND them.** Real life experiences are both relatable and create incentive to take action. **NOTE WELL:** Facts and figures are forgotten. Stories are retold.

5. **Customization based on their real world.** The people you present to care only about themselves and their issues. Focus on that.

6. **Incorporate their philosophy, mission, brand, and theme.** The more you do, the more respect you will gain.

7. **Give 5-10 major points they can walk away with and use immediately.** Give ideas they can use. That's what preparation is all about.

8. **Have simple slides.** Make certain your slides are easy to follow, fun and readable. And there should only be one point per slide.

9. **Talk very little about you.** Not *who* you are. Rather, what you do and how you can help them.

9.5 **End with emotion.** (Maybe even ask for the sale.) Family or other concepts the audience can relate to and identify with.

At the end of your presentation/performance...

• You want the audience to react and respond. Buy, do better, do new things, applaud, or STAND and applaud. The quality of your talk will be the determining factor.

• You want the audience (or the prospect or the customer) to

remember you and the moment. The only way that happens is if you perform remarkably.

• You want outcome and buzz as a result of your words, ideas, value and inspiration. You seek a favorable outcome. So does the person receiving your message. Was it ho-hum, or worth talking about? Was it value driven to a point of taking action, or was it without punch or inspiration?

The ultimate goal is to have impact over time. If you are able to followup by getting people to subscribe to your blog or ezine, you can actually document and measure the success of your ideas, product or service. And that feedback can drive your success if you pay attention to it.

Want a report card? Video your presentation and watch it twice. Once for the pain, and once to take self-improvement notes. The best and toughest presentation skill lesson in the world is the one you give yourself.

Want a path to success? Commit to personal presentation skills improvement. Take a Dale Carnegie course and join Toastmasters. Give talks at your local civic association. Not only are sales leads there, it's also a relaxed, learning opportunity. Take it.

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.

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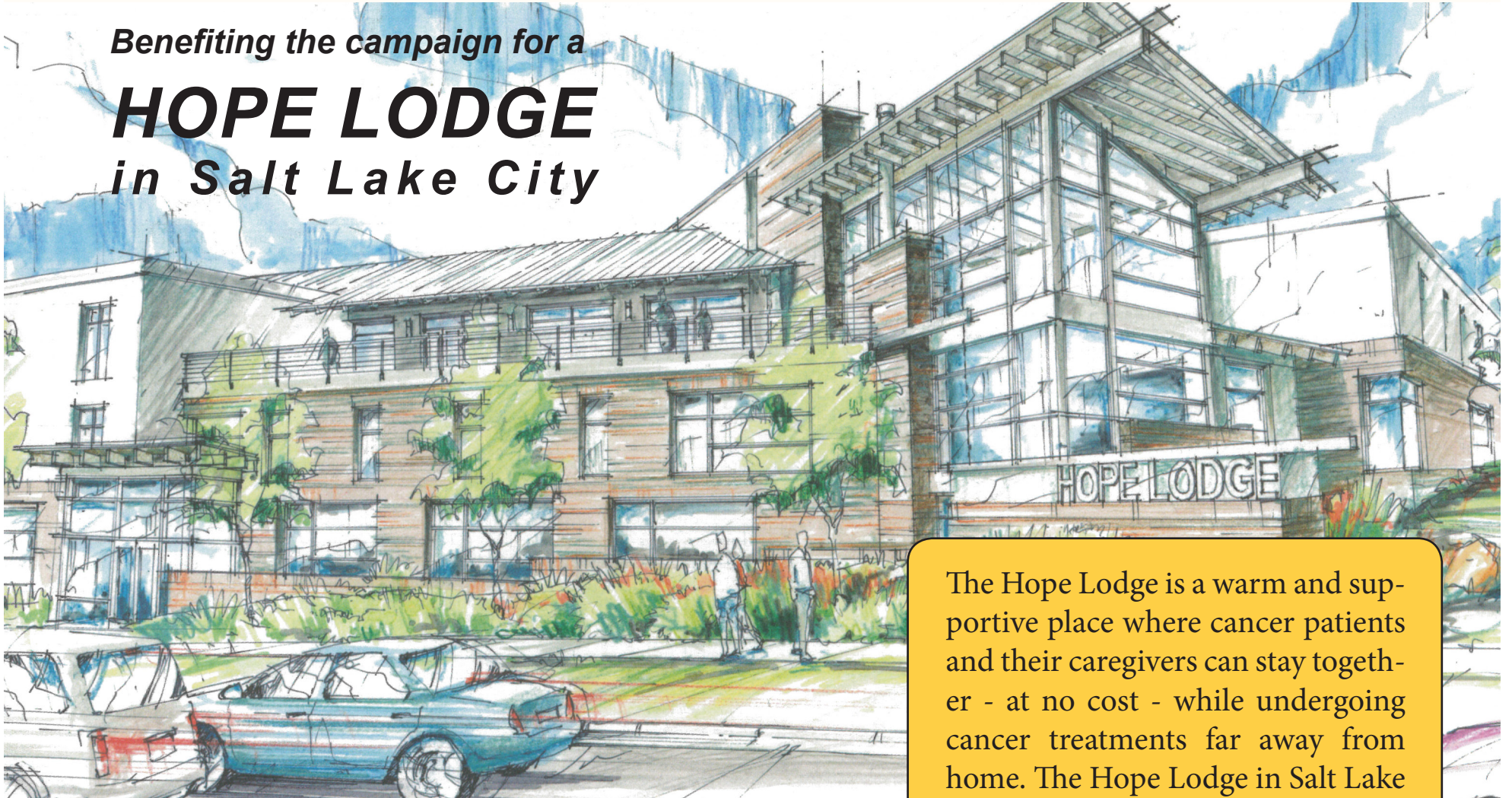




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Calendar

Sept. 24, 8 a.m.-1 p.m.

Women in Business Conference, a Sandy Area Chamber of Commerce event. Speakers include Alex Lawrence, vice provost at Weber State University; Susan Richards, president of Richards Consulting and adjunct professor at Utah Valley University; Lesley Lovallo, vice president of corporate development at Larry H. Miller Automotive Operations; Dr. Vivian Lee, senior vice president for health sciences, dean of the University of Utah School of Medicine and CEO of University of Utah Health Care; and Robin Riggs, owner of Riggs Consulting. Location is Hidden Valley Country Club, 11820 S. Highland Drive, Sandy. Cost is \$25 for chamber members, \$30 for guests. Details are at <http://business.sandychamber.com/events/>.

Sept. 24, 8-9:30 a.m.

"Tax Considerations Surrounding Cloud Technologies," sponsored by the Utah Technology Council (UTC) and KPMG. Speakers will be Brett Weaver and Thomas Hayes of KPMG LLP. Location is Joseph Smith Memorial Building, Bonneville Room, 15 E. South Temple, Salt Lake City. Free for UTC members, \$30 for nonmembers. Registration and details are available at www.utahtech.org/events or by calling (801) 568-3500.

Sept. 24, 8 a.m.-noon

"The Employee Engagement Mindset" seminar, presented by The Employers Council. Shane Cragun, a founding principal of The Cornerstone Group, will discuss the six drivers of high engagement, the ROI of employee engagement, international engagement profile, the engagement equation and the four patterns of highly engaged employees. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$139 for council members, \$209 for nonmembers (includes materials, parking and breakfast buffet). Registration can be completed by emailing or calling Terri Whitehouse at the council office at (801) 364-8479 or terriw@ecutah.org. Registration forms and details are at <http://ecutah.org/2013engagement.pdf>.

Sept. 24, 11 a.m.-1 p.m.

"Utah Lien Laws — What Every Property Owner/Manager and Vendor Needs to Know," presented by the Building Owners and Managers Association (BOMA) of Utah. Class will feature a discussion of the State Construction Registry and the protection it pro-

vides to the construction industry and property owners. Location is Waxie Sanitary Supply, 5107 W. 1730 S., Salt Lake City. Free for BOMA members, \$10 for member guests, \$20 for nonmembers. Details and registration are available at www.BOMAUtah.org.

Sept. 25, 7:30-9 a.m.

Breakfast of Champions, presented by the Sandy Area Chamber of Commerce. Speaker Craig Bickmore of Past Light Speed LLC will discuss "Barriers in Belief." Location is the Larry H. Miller Training Room, 9350 S. 150 E., ninth floor, Sandy. Free. Registration can be completed at www.sandychamber.com.

September 25-27

Property Solutions Summit: "Portals to Platforms," a summit focused on property management and its technology. Event includes keynote presentations, breakout sessions, workshops and networking. Sept. 25 keynote will be by Stephen Dubner, *The New York Times* best-selling author of *Freakonomics* and *Super Freakonomics*, who will discuss how to create behavior change and the value of asking unpopular questions. Sept. 26 keynote will be by Ann Rhoades, co-founder of JetBlue and chief people officer for Southwest Airlines, who will discuss the principles of her best-selling book *Built on Values* and the competitive advantages that arise from a values-based strategy. Location is Stein Eriksen Lodge, 7700 Stein Way, Park City. Cost is \$725. Details are at <http://propertysolutions.com/summit2013>.

Sept. 26, 11:30 a.m.-1 p.m.

Urban Land Institute Utah September box lunch program. Speaker Molly O'Neill Robinson, project manager for Salt Lake City's Downtown Master Plan, will discuss the details of the plan. Location is Hunt Electric, 1863 Alexander St. (2410 South), Salt Lake City. Cost is \$20 for members, \$25 for nonmembers. Registration is available by calling (800) 321-5011.

Sept. 27, 7:30 a.m.-9:30 p.m.

Inaugural Social Enterprise and Crowdfunding Conference, hosted by Devin D. Thorpe and Dr. Richard Swart. Event features two general sessions and three breakout-session tracks. Topics include how to launch a social enterprise, raising money with crowdfunding, applying for 501(c)(3) status, doing effective due diligence for impact investors, and how to make effec-

tive grant applications. Speakers will include Thorpe, executive, entrepreneur, author and speaker; Eric Weinberg of Impact Capital Strategies; Alan Hall of Grow America; Fraser Nelson of the Community Foundation of Utah; and Swart, of the University of California-Berkeley. Location is Snowbird Ski and Summer Resort. Ticket prices vary from \$25 for students and nonprofits to \$174 for VIP tickets. Registration and more information are available at <http://secfc.tumblr.com>.

October 1-2

APWA Fall Conference and Storm Water Expo, presented by the Utah chapter of the American Public Works Association (APWA), the Utah Stormwater Advisory Committee (USWAC), the American Society of Civil Engineers (ASCE) and Utah City Engineers Association (UCEA). Event includes 50 exhibitors and 64 classes. Tracks include transportation, utilities, technology, safety and emergency management, storm water and construction, municipal storm water and operations and maintenance. Location is the South Towne Exposition Center, 9575 S. State St., Sandy. Details are available at utah.apwa.net.

Oct. 3, 10:30 a.m.-2:30 p.m.

Job Fair, presented by the Sandy Area Chamber of Commerce, MediaOne and Monster.com. Location is Karen G. Miller Conference Center, Salt Lake Community College's Sandy Campus, 9750 S. 300 W., Sandy. Details are at sandychamberjobfair.com.

Oct. 3, 11:30 a.m.-1 p.m.

Monthly Luncheon/Legislative Town Hall Meeting of the Building Owners and Managers Association (BOMA) of Utah. Legislators will discuss commercial real estate and property management issues and laws. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for BOMA members, \$35 for member guests, \$45 for nonmembers. Details and registration are available at www.BOMAUtah.org.

Oct. 8, 6-8:30 p.m.

"Sustainable Resources," part of the Sustainable Startups Series. Features panelists from EcoScraps, PK Clean and Momentum Recycling. Location is The Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$15 the door. Details are at <http://www.eccutah.com/sustainable-startups-series>.

[eccutah.com/sustainable-startups-series](http://www.eccutah.com/sustainable-startups-series).

Oct. 11, 6 p.m.

Utah Technology Council Hall of Fame Gala, a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

Oct. 17, 6 p.m.

Sandy Area Chamber of Commerce Titan Awards, honoring individuals and businesses in the community as leaders, innovators and philanthropists. This year's honorees are Dell Loy Hansen, Jesselie Anderson and Sen. Wayne Niederhauser. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Activities include a 6-7 p.m. reception, with the program and banquet starting at 7 p.m. Cost is \$200 for individual chair; \$1,250 for a table of eight for chamber members and \$1,500 for nonmembers. Sponsorships are available. Details are available at www.thetitanawards.com or by calling (801) 566-0344.

Oct. 18, 7:30 a.m.-6 p.m.

2013 nanoUtah Conference, hosted by the University of Utah and the Nano Institute of Utah. Conference begins at 8 a.m. with remarks by Tom Parks, vice president for research at the U.; Richard B. Brown, dean of the College of Engineering at the U.; and keynote speaker Dennis Discher, professor of chemical and biomolecular engineering at the University of Pennsylvania. Conference will feature several nanotechnology-related sessions on topics including materials and characterization, devices and sensors, energy and environment, nanomedicine and commercialization; research presentations; a poster session and exhibit booths. Location is the Utah Science Technology and Research (USTAR) initiative's Sorenson Molecular Biotechnology Building at the U. Cost is \$175; \$65 for students. Details are at <http://www.nanofab.utah.edu/nanoutah13/>.

Oct. 22, 7:15 a.m.-3 p.m.

Eighth annual Utah Procurement Symposium, presented by the Governor's Office of Economic Development (GOED). Designed for companies interested in government contracting. Event includes speakers, breakout sessions, a vendor fair and networking

opportunities. Location is South Towne Exposition Center, 9575 S. State St., Sandy. Price before Oct. 15 is \$50 for single attendees and \$40 for companies. Details and registration are at <http://business.utah.gov/contracting/PTAC>.

Oct. 22, 9-11 a.m.

"Meet the Money People," presented by Utah Valley University's Small Business Development Center. Event will introduce people to current finance options for starting or growing a business. Location is the UVU Business Resource Center, 815 W. 1250 S., Orem. Free. Registration can be completed by calling (801) 863-8230 or www.meetthemoneypeople.com.

Oct. 24, 8 a.m.-5 p.m.

Utah Broadband Tech Summit, presented by the Utah Broadband Project, a joint effort of the Governor's Office of Economic Development (GOED), the Utah Public Service Commission (PSC) and the Department of Technology Services' Automated Geographic Reference Center (AGRC). Event will feature presentations and group discussions on topics including broadband planning for local/regional broadband needs, broadband impacts on industry sectors, and economic development for high-tech businesses. Location is the Utah Valley Convention Center, 220 W. Center St., Provo. Details are at <http://broadband.utah.gov/about/events/2013summit/>.

Oct. 24, 10 a.m.-1:30 p.m.

"Hidden Rewards in Energy Management — Medical Office Building Symposium," presented by the Building Owners and Managers Association (BOMA) of Utah. Guests speakers include Cody Steward, energy adviser to Gov. Gary Herbert; Jany Guyer Paine, ETC Group; Kevin Emerson, Utah Clean Energy; Zach Brown, Questar; Roger Hamlet and Steve Connor, Colvin Engineering Associates; and Chris Helmers, Rocky Mountain Power. Location is the Doty Education Auditorium, 5121 S. Cottonwood St., Murray. Cost is \$30 for BOMA members and member guests, \$50 for nonmembers. Details and registration are available at www.BOMAUtah.org.

Oct. 24, 6 p.m.

Chamber West 50th Anniversary Gala. Emcee will be KUTV's Sterling Poulson. Location is Hilton Salt Lake

Opinion

There are time-honored slogans that could use a little updating

I'm no news junkie. I don't leave the TV tuned to CNN as I dress for work each day. But I do pay attention to what's going on, and if you've seen even one newscast in the past six months you've seen Syria's Bashar al-Assad only slightly less than the tag-team tandem of Barack Obama and Vladimir Putin. And if you've seen Assad, you've seen a version of the Syrian flag with his face superimposed and a line of squiggly script I assumed to be Arabic.

Well, curious cat that I am, I researched those squiggles and discovered they spell out Syria's motto: "Waḥdah, Ḥurrīyah, Ishtirākīyah." The script is indeed Arabic and the translation comes out roughly: "Unity, Freedom, Socialism." (At least they don't try to hide it — but that's a subject for another day.)

As long as I had Google up, I spent some time looking at other mottos and was able to amuse myself for several minutes. My very favorite newly discovered national motto comes from the Central American country of Belize. It's the only nation in the area where the official language is English but its motto is Latin: "Sub umbra floreo." Loosely translated, it refers to a Sunday afternoon on my deck in early autumn: "Under the shade

I flourish."

Most mottos have rather grandiose themes. Everyone is familiar with France's "Liberté, Égalité, Fraternité" and of course the United States claim, "In God We Trust." But, maybe we ought to adopt the motto of Luxemburg (in Luxembourgish, of course): "Mir wëlle bleiwe wat mir sinn" — "We wish to remain what we are."

There are mottos that make a whole lot of sense, like that of Botswana in sub-Saharan Africa. Simple and to the point in the Tswana language, it simply says, "Rain." Maybe the collective Middle East could take a cue from Botswana and come up with something like: "Sanity."

If you pay attention to Mexican politics, you will understand "Sufragio Efectivo, no Reelección" — "Effective suffrage, no reelection." For the better part of the last century, Mexican politicians of any stripe have been limited to a single term in office. Critics have claimed for decades that this is the reason Mexico is in such a mess all the time — no accountability and all that. Again, a subject for another day.

It's hard to believe, but Great Britain has never had an official motto.

States have mottos, of course. Most were

established by founders with high ideals and a sense of the future. The busy honeybee was the inspiration for Utah's "Industry." Two of our neighbors have mottos that leave you saying, "Say what?" Nevada's bywords contain the phrase "Battle Born." No amount of research reveals the battle that won independence for the Silver State but there must have been heroes — like maybe General Bellagio or Colonel Tropicana.

Idaho's motto — as with most, rendered in Latin — begs "Esto perpetua" — "Let it be perpetual." Huh?

If you've ever spent more than a couple of days in Maine, you'll understand the simplicity of "Winter is coming."

The primary conclusion I drew from a quick perusal of the list of 50 state mottos was simply that they were devised in a bygone era. Things that mattered then have less relevance now. With that in mind, may I suggest a few updates.

Starting right here at home, how about "18 is the new 19"?

California's "Eureka" has to do with the discovery of gold. We all know that the Golden State ran out of precious things long ago, so I suggest something relevant: "Like, whatever, Dude."

And for our other neighbors:

Montana: "At least we're not Wyoming."

Arizona: "But it's a dry heat."

Nevada: "Hope for pocket aces."

Colorado: "Come to ski or stay home."

Idaho: "Home to right-wing crazies and little else."

New Mexico: "Gila monsters make excellent pets."

Oregon: "'Yes' is the new 'No.'"

I started looking for suggestions for the tier of southern states and it was just too easy. But they can all stand represented by a new slogan for Arkansas: "Litterecy ain't everthing."

Hawaii's old motto in the native Hawaiian says, "Ua mau ke ea o ka 'āina i ka pono" which translates to, "The life of the land is perpetuated in righteousness." Boring! My version: "Taki waki tiki kea porī leeki ea o toru" — "Go home, haole, but leave your money."

My brother's family would feel left out if I didn't offer an update for Minnesota. I went with: "Land of 10,000 Lakes and 10,000,000,000 Mosquitoes." Next door in Wisconsin they could try: "Eat cheese or Die." (What's that in Latin?)

And my three-day visit to Detroit is the inspiration for a new Michigan state slogan: "Come feel better about wherever you live."

Got an idea for an updated motto? Share it at john@slenterprise.com.



JOHN M. ROGERS

Are minimum wage advocates as 'compassionate' as they claim?

Political crusades for raising the minimum wage are back again. Advocates of minimum wage laws often give themselves credit for being more "compassionate" towards "the poor." But they seldom bother to check what are the actual consequences of such laws.

One of the simplest and most fundamental economic principles is that people tend to buy more when the price is lower and less when the price is higher. Yet advocates of minimum wage laws seem to think that the government can raise the price of labor without reducing the amount of labor that will be hired.

When you turn from economic principles to hard facts, the case against minimum wage laws is even stronger. Countries with minimum wage laws almost invariably have higher rates of unemployment than countries without minimum wage laws.

Most nations today have minimum wage laws, but they have not always had them. Unemployment rates have been very much lower in places and times when there were no minimum wage laws.

Switzerland is one of the few modern nations without a minimum wage law. In 2003, *The Economist* magazine reported: "Switzerland's unemployment neared a five-year high of 3.9 percent in February." In February of this year, Switzerland's unemployment rate was 3.1 percent. A recent issue of *The Economist* showed Switzerland's unemployment rate as 2.1

percent.

Most Americans today have never seen unemployment rates that low. However, there was a time when there was no federal minimum wage law in the United States. The last time was during the Coolidge administration, when the annual unemployment rate got as low as 1.8 percent. When Hong Kong was a British colony, it had no minimum wage law. In 1991 its unemployment rate was under 2 percent.

As for being "compassionate" toward "the poor," this assumes that there is some enduring class of Americans who are poor in some meaningful sense, and that there is something compassionate about reducing their chances of getting a job.

Most Americans living below the government-set poverty line have a washer and/or a dryer, as well as a computer. More than 80 percent have air conditioning. More than 80 percent also have both a landline and a cell phone. Nearly all have television and a refrigerator. Most Americans living below the official poverty line also own a motor vehicle and have more living space than the average European — not Europeans in poverty but the average European.

Why then are they called "poor"? Because government bureaucrats create the official definition of poverty, and they do so in ways that provide a political rationale for the welfare state — and, not incidentally,

for the bureaucrats' own jobs.

Most people in the lower income brackets are not an enduring class. Most working people in the bottom 20 percent in income at a given time do not stay there over time. More of them end up in the top 20 percent than remain behind in the bottom 20 percent.

There is nothing mysterious about the fact that most people start off in entry level jobs that pay much less than they will earn

after they get some work experience. But, when minimum wage levels are set without regard to their initial productivity, young people are disproportionately unemployed — priced out of jobs.

In European welfare states where minimum wages — and mandated job benefits to be paid for by employers — are more generous than in the United States, unem-

see **SOWELL** page 21



THOMAS SOWELL



Opinion

Whether by design or by accident, Obama may be succeeding on Syria

Whatever the twisted path, whether by design or accident, the Obama administration has ended up in a better place on Syria than looked possible even days ago. President Obama was wise to take up and begin to test the Russian offer to remove and possibly destroy Syria's arsenal of chemical weapons. In fact, the offer has forced some clarity from a sometimes muddled U.S. foreign policy. For Obama to turn this situation into a foreign policy success, he will have to maintain that clarity.



FAREED ZAKARIA

There are three distinct arguments for intervention in Syria, which are sometimes mixed together in calls for action. The first is regime change, which would require policies to help the rebels topple Bashar al-Assad's government. The second is humanitarian, to do something to stop the enormous suffering there. The third is simply to underscore and enforce an international norm against the use of chemical weapons.

Obama has now firmly committed himself to the third — and only the third — objective. In his speech two weeks ago, he rejected the first, explaining that the United States "cannot resolve someone else's civil war through force, particularly after a decade of war in Iraq and Afghanistan." His proposed military action would be even smaller in scale than the Libyan strikes, he noted, and, thus would be unlikely to shift the balance of power much in Syria.

Obama's proposals are also not likely to reduce the humanitarian crisis. Even his most muscular proposals — air strikes and aid to the rebels — would probably intensify the conflict and increase the number of people killed or displaced. (Several studies of past military interventions, including as recently as from 2012, confirm this observation.) Nearly all of the deaths in Syria have come through conventional weapons and, as *Time* magazine's Michael Crowley notes, "The images of children crippled by conventional bombs were sickening, too."

So, Obama's aim is solely to affirm an international norm. To this end, he already has achieved something important. He has mobilized world attention, and there is now a chance, albeit small, that he might get a process in place that monitors and even destroys Syrian chemical weapons. Almost certainly he has ensured that such weapons won't be used again by the Assad regime. That's more than he could have achieved through air strikes — which are unlikely to have destroyed such weapons. (Bombing

chemical weapons facilities could easily release toxins into the atmosphere.) This is a significant success.

But to maintain this success, the administration will have to be clear that it does not seek any other goals, at least for now. Washington will have to live with Assad as a negotiating partner and guarantor of agreements. Should international inspections get under way, it would be difficult to threaten the use of force because inspectors would be in Syria — in harm's

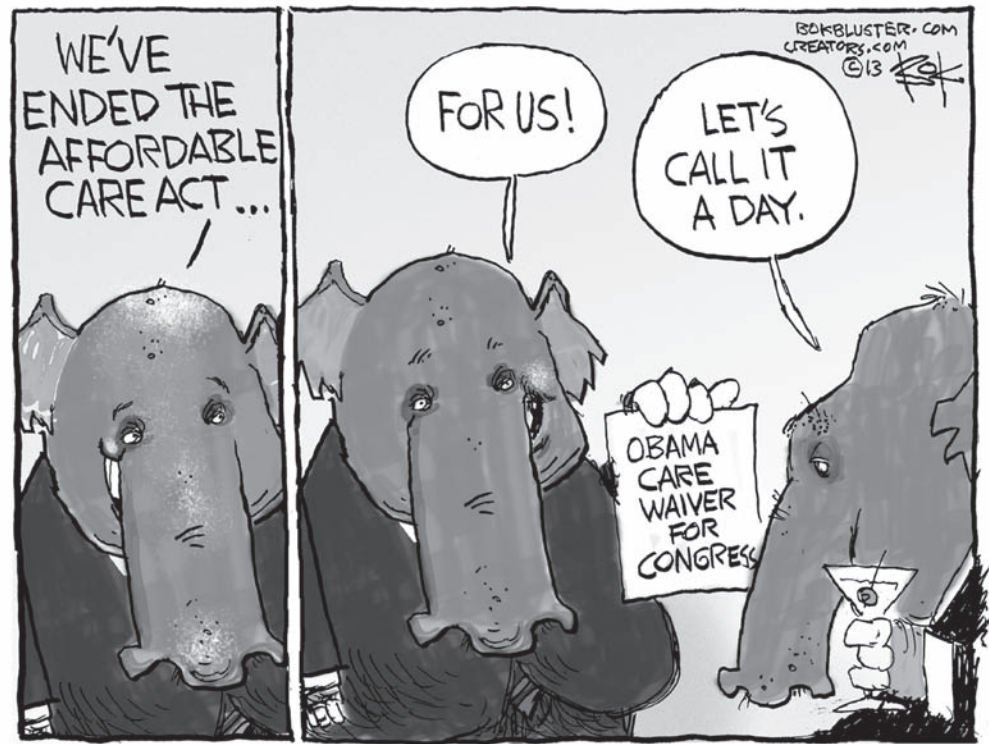
way. Recall that U.N. inspectors had to be pulled out of Iraq before the 1998 bombing of Operation Desert Fox; the result was that the entire inspection system ended.

The Obama administration is right to carefully and thoroughly pursue the diplomatic path — even though it will be difficult. While Syria and Russia are doing so as a way to avert an attack, Russian President Vladimir Putin might also be happy to see Assad's weapons locked up or destroyed. In fact, this gambit might be a way for Russia to achieve its real goals in Syria: no regime change and no chemical weapons. Russia has always worried that these weapons could fall into the hands of jihadi groups, which could give them to compatriots in Russia's south, which is teeming with religious militants. Syria's other chief sponsor, Iran, historically has been strongly opposed to chemical weapons since Iranians were brutally gassed by Saddam Hussein during the Iran-Iraq War.

If the Obama administration believes that the ban on chemical weapons really is an international norm in danger of erosion and that the threat of a military strike is the way to shore it up, it needs to build some support among Congress, the U.N. Security Council, NATO, the European Union, the Arab League or other such groups. Recall that the Bush administration in the run-up to Iraq got congressional authorization; as its basis for action, it could point to 16 U.N. Security Council resolutions that Iraq had broken. After the invasion, 38 countries sent troops. It is ironic that Washington's sole goal is to uphold an international norm but it faces opposition from most countries and international public opinion. The negotiations do buy time for Syria, but also for the Obama administration.

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

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Considerations for 2014 - it's really not that far away

2014 is really not too far away. Fall is the time of year when the financially savvy start to look for ways to reduce their taxes and make year-end moves in pursuit of key financial objectives.

What might the big picture hold? Absent a crystal ball, let's turn to the September edition of the *Wall Street Journal's* Economic Forecasting Survey. The WSJ asks 52 economists for their take on things each month, and here is how they see 2014 shaping up for America: GDP of 2.8 percent, a jobless rate declining from the present 7.3 percent to 6.6 percent by the end of next year and consumer inflation of 2.5 percent or less through the end of 2015.

These analysts also see the Federal Reserve keeping the benchmark interest rate at 0 to 0.25 percent for all of 2014. As for the yield on the 10-year note, their consensus projection has it hitting 3.28 percent in June 2014 and 3.57 percent in December 2014. They also see home prices rising 5.22 percent YOY in 2014 after a 7.85 percent gain across 2013. Oil, they think, will average \$102.73 a barrel on the NYMEX this December, declining to \$98.17 a barrel next December.

For its part, the International Monetary Fund projects 3.8 percent inflation-adjusted global growth next year, and a 4.3 percent tumble for global non-fuel commodities in U.S. dollar terms. These are all macro forecasts worth keeping in mind.

Now, how about your picture? Beyond these macro forecasts that may affect your business and personal finances, what moves might you consider?

Can you max out your IRA or workplace retirement plan contribution? If you have, congratulations (especially if you benefit further from an employer match). If you haven't, you still have the chance to put up to \$5,500 into a traditional or Roth IRA for tax year 2013, \$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.



MARK LUND

The contribution limit for participants in 401(k), 403(b) and most 457 plans and the Thrift Savings Plan is \$17,500 for 2013, with a \$5,500 catch-up contribution allowed for those 50 and older.

Incidentally, the FY 2014 federal budget set out by the White House proposes some changes to IRAs & 401(k)-style plans in 2014. First, if an individual's total tax-deferred retirement savings through these plans is great enough to produce yearly retirement income of \$205,000 for the individual and his/her surviving spouse, then further contributions to such accounts would be nixed. (Today, it would take savings of nearly \$3.5 million to produce such a retirement income stream.)

Second, the Stretch IRA strategy would basically vanish; the FY 2014 budget proposes that all IRA inheritors follow the five-year rule, in which an inherited IRA balance is reduced to zero by the end of the fifth year after the year in which the original IRA owner dies. (Disabled IRA inheritors and certain other beneficiaries would be exempt from the five-year rule.)

Should you go Roth in 2014? The younger you are, the more sense a Roth IRA conversion may make. 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. If you think you will pay less tax

see LUND page 21

CFOs tell plans for Q4 hiring

A newly released report from the Robert Half organization shows that 75 percent of area CFOs plan to hire for roles that open during the next three months. The Salt Lake City Professional Employment Forecast also found an additional 10 percent plan to expand and create new positions in the fourth quarter but 10 percent of respondents will not be hiring, even to fill an open position. Three percent plan to reduce staff levels.

The report shows that most

executives are optimistic about their business prospects for the fourth quarter. More than eight in 10 of the CFOs expressed confidence in their companies' growth potential for the quarter, with 39 percent of all respondents saying they are very confident.

The survey suggests, however, that organizations looking to expand and add staff may face difficulties. More than half of CFOs surveyed, 58 percent, said it is at

least somewhat challenging to find skilled candidates for professional-level positions today.

"We are seeing signs of stable and consistent growth in the months ahead," said Kristina Marinovich, district president for Robert Half in Salt Lake City. "As companies look to sustain momentum in the fourth quarter, many are bringing in professionals on a temporary-to-full-time basis to help meet business demands."



David Utrilla, president and chief executive of U.S. Translation Company, meets with potential business partners in Chengdu, China during the GOED-sponsored trade mission.

CALENDAR

from page 9

Airport, 5151 Wiley Post Way, Salt Lake City.

Oct. 29-Nov. 5

Salt Lake Chamber trip to Eastern Europe. Includes visits to Prague, Czech Republic; Vienna, Austria; and Budapest, Hungary. Cost is \$2,799. Details are available by contacting Maria Nelson at (801) 328-5047 or mnelson@slchamber.com.

November 12

Thirty-seventh annual **American Express Women**

& Business Conference and Wells Fargo Athena Awards Luncheon, presented by the Salt Lake Chamber Women's Business Center. Event includes speakers and breakout sessions. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$75. Details are at <http://www.slchamber.com/page/sandbox/view/womenandbusiness>.

Nov. 12, 6-8:30 p.m.

"Sustainable Business," part of the Sustainable Startups Series. Event will feature companies embracing sustainability as an ethos. Features panelists from Adobe, Black Diamond and Powdr Corp. Location is The

Leonardo, 209 E. 500 S., Salt Lake City. Cost is \$15 the door. Details are at <http://www.eccutah.com/sustainable-startups-series>.

Nov. 13, 7:30 a.m.-5 p.m.

Workshops for Export Compliance Professionals, hosted by the Salt Lake Chamber, U.S. Commercial Service and World Trade Center Utah. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$175. Registration deadline is Nov. 8. Details are available by contacting Emily Rodriguez of WTC Utah at (801) 532-8080 or emily@wtcut.utah.gov.

CHINA

from page 1

and genuine interest in Utah," said Brett Heimbarger, Asia-Pacific director of GOED. "Several investors in attendance have recently traveled to Utah to perform due diligence in various investment projects, and I am confident we will see an increase in foreign direct investment in the near fu-

ture."

Attendees of the tourism press conference were mesmerized by Utah's natural landscapes, ease of access to Utah's recreations areas and the number of national and state parks Utah has to offer.

"I had no idea Utah has such beautiful scenery. I'm very eager to see it with my own eyes," said the general secretary of the Sichuan Chamber of Foreign Oriented Small and Medium Enterprises.

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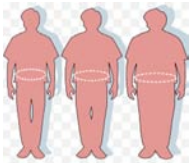
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INSIDE

Utahns among least obese



A new report ranks Utah residents as the seventh least obese in the nation **pg. 16**

Obamacare = confusion

Speaker agrees with an audience at the Small Business Summit that nobody quite knows what health care reform means. **pg. 17**

A few ACA answers

Here's a list of 10 points of ACA confusion and a little clarification. **pg. 19**

Industry lists

Top Hospitals in Utah **pg. 14**

Utah's Vision Centers **pg. 18**

FFOCUS

HEALTH & WELLNESS



...that's what it takes to
get your employees to take part
in your company's wellness programs

Brice Wallace
The Enterprise

Curt Howell believes there is a lesson to be learned by watching the Bear mascot shoot free T-shirts at fans during Utah Jazz games.

"You see people do some crazy, stupid stuff for a T-shirt," Howell observed at the second annual Utah Small Business Summit.

That concept can be applied when companies implement health and wellness programs and are looking for ways to incentivize participation by employees, he said. Howell, president of Humana's Arizona, Idaho, Nevada and Utah commercial market operations, said companies can get employees interested by offering Amazon gift cards or hotel or resort discounts.

"It doesn't take a lot," Howell said as part of a panel about wellness programs. "It doesn't take a lot to get people motivated, often — a lot less than you think."

Jerret Casey, human resources administrator for Rastar, agreed, saying that "free stuff" can be among the lures — "anything that's going to punch through their reasons to say no."

"I don't think you have to say, 'Hey, we'll give you free health care for a year if you engage in our wellness program,'" Howell said. "I think you can do very small increments and very small rewards and get a lot out of the programs."



Panelists reviewed a list of reasons why companies should have wellness programs, among them being lower medical costs, less employee absenteeism, and improved employee morale and productivity.

"The cost of the lack of productivity, of absenteeism, reduced presenteeism from employees who are unengaged, who are just showing up and collecting a paycheck and really not engaged employees, is two-and-a-half times more expensive than what we're spending on healthcare," Howell said. "Those are massive dollars, and if you get an engaged workforce, it's going to mean good things for your bottom line."

Casey said Rastar's program, begun about 18 months ago, led to a 10 percent discount on health insurance premiums. But he noted that having the program also differentiates Rastar from its competitors, represents "the right thing to do," and builds lasting relationships and loyalty with employees.

"What I've heard from the feedback is that they just love that we care, that we even take the time and spend a little extra administrative work to get this program up and running and that it's given the opportunity to improve their health, because a lot of people don't really know where to look, they don't know what resources are out there available for them or if there are, they're so segmented," he said.

"What is nice about this health and wellness program is it brings it all into one place that's easily accessible for them to find exactly what they need. And that's going to be different for every employee, but it's all there."

see **WELLNESS** pg. 20

Focus | HEALTH & WELLNESS

Top Hospital in Utah

Ranked by Number of Beds

Hospital Name Address	Phone Web	# of Physicians on staff/affiliated		Specialties	Administrator Owner
		# of Beds	# of Registered Nurses		
		# of Employees	For Profit		
University of Utah Hospital 50 N. Medical Dr. Salt Lake City	801-581-2121 healthcare.utah.edu	600 8,200	1,200 1,900 No	As an academic medical center all medical specialties are covered. 137 specialties total.	David Entwistle University of Utah
Intermountain Medical Center 5121 S. Cottonwood St. Murray	801-507-7000 intermountainhealthcare.org	472 4,302	2,400 DND No	Comprehensive heart services, cancer services, pulmonary and lung services, surgery, level one trauma center, women and newborn services, acute and intensive care services	David Grauer Intermountain Healthcare
Utah Valley Regional Medical Center 1034 N. 500 W. Provo	801-357-7850 intermountainhealthcare.org	395 3,088	532 DND No	Level 2 trauma center, cancer and hearth services, newborn intensive care, surgery, stroke care, hyperbaric medicine	Steve Smoot Intermountain Healthcare
LDS Hospital 8th Ave. & C St. Salt Lake City	801-408-1100 intermountainhealthcare.org	350 1,469	1,500 DND No	Surgical, ER, women's services, bone marrow transplant and acute leukemia program, behavioral health, chemical dependency, joint replacement center	Michael Clark Intermountain Healthcare
McKay-Dee Hospital Center 4401 Harrison Blvd. Ogden	801-627-2800 intermountainhealthcare.org	344 2,662	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	801-479-2111 stmarkshospital.com	317 DND	DND DND DND	DND	DND MountainStar Health
Primary Children's Medical Center 100 Mario Capecchi Dr. Salt Lake City	801-662-1000 intermountainhealthcare.org	289 3,215	806 DND No	Pediatric Trauma One Emergency Center, Heart Services, Cancer Services, Organ Transplants	Katy Welkie Intermountain Healthcare
Dixie Regional Medical Center 1380 E. Medical Dr. St. George	435-251-1000 intermountainhealthcare.org	245 2,065	263 DND No	ER, Heart Surgery, Newborn Intensive Care Unit, Surgery	Terri Kane Intermountain Healthcare
Davis Hospital & Medical Center 1600 W. Antelope Dr. Layton	801-807-1000 davishospital.com	225 810	420 DND Yes	Cardiology, Critical Care, Emergency Medicine, Fertility Services, Gastroenterology, General/Vascular Surgery, Obstetrics/Gynecology, Hyperbaric and Wound Care Center, Neonatology, Oncology, Orthopedics, Pediatrics, Diagnostic Imaging, Urology, Women's Services	Mike Jensen IASIS Healthcare
Jordan Valley Medical Center 3580 W. 9000 S. West Jordan	801-561-8888 jordanvalleymc.com	183 1,200	503 460 Yes	Cardiology, orthopedics, maternity care, general surgery, women's services, therapy services, ICU, sports medicine, Da Vinci Breast Care Center, NICU, stroke treatment, wound care, weight loss centers	Steven Anderson IASIS Healthcare
Ogden Regional Medical Center 5475 S. 500 E. Ogden	801-479-2111 ogdenregional.com	167 DND	DND DND DND	DND	DND MountainStar Health
Salt Lake Regional Medical Center 1050 E. South Temple Salt Lake City	801-350-4111 saltlakeregional.com	158 550	460 250 Yes	Comprehensive heart services, critical care, general and vascular surgery, ER, GI, OB/GYN, hyperbolic and wond care, orthopedics	Dale Johns IASIS Healthcare
Logan Regional Hospital 1400 N. 500 E. Logan	435-716-1000 intermountainhealthcare.org	148 1,062	200 DND No	ER, Obstetrics, Surgery, Cancer Center	Michael Clark Intermountain Healthcare
Pioneer Valley Hospital 4155 S. Pioneer Pkwy West Valley City	801-964-3100 pioneervalleyhospital.com	136 1,200	503 460 Yes	behavioral health, cardiology, orthopedics, maternity care, certified stroke treatment center, emergency care, women's services, therapy services, sports medicine, general surgery, ICU	Steven Anderson IASIS Healthcare

Focus | HEALTH & WELLNESS

Top Hospital in Utah

Ranked by Number of Beds

page 2

Hospital Name Address	Phone Web	# of Physicians on staff/affiliated		Specialties	Administrator
		# of Beds	# of Registered Nurses		
		# of Employees	For Profit		Owner
Lakeview Hospital 630 E. Medical Drive Bountiful	801-299-2200 lakeviewhospital.com	116	DND	DND	DND MountainStar Health
		DND	DND		
Mountain View Hospital 1000 E. 100 N. Payson	801-465-7000 mvhpayson.com	114	DND	DND	DND MountainStar Health
		DND	DND		
Timpanogos Regional Hospital 750 W. 800 N. Orem	801-714-6000 timpanogosregionalhospital.com	105	DND	DND	DND MountainStar Health
		DND	DND		
American Fork Hospital 170 N. 110 E. American Fork	801-855-3300 intermountainhealthcare.org	88	325	ER, Women and Newborn Services, Surgery, Diagnostic Imaging	Michael Olson Intermountain Healthcare
		727	DND No		
Riverton Hospital 12600 S. 3741 W. Riverton	801-285-2010 intermountainhealthcare.org	88	280	Women and Newborns, ER, Surgical Services, Outpatient Services, Diagnostic Imaging	Blair Kent Intermountain Healthcare
		497	DND No		
Alta View Hospital 9960 S. 1300 E. Sandy	801-501-2600 intermountainhealthcare.org	70	250	ER, Women's and Newborn Services, Medical and Surgical Services	Bryan Johnson Intermountain Healthcare
		650	DND No		
Valley View Medical Center 1303 N. Main St. Cedar City	435-868-5000 intermountainhealthcare.org	48	57	ER, Obstetrics, Surgery, Cancer Services, Cardiology, Spine & Pain Services, Diagnostic Imaging	Jason Wilson Intermountain Healthcare
		399	DND No		
Brigham City Community Hospital 950 S. 500 W. Brigham City	435-734-9471 brighamcityhospital.com	42	DND	DND	DND MountainStar Health
		DND	DND		
Sevier Valley Medical Center 1000 N. Main Richfield	435-893-4100 intermountainhealthcare.org	42	81	ER, Diagnostic Imaging, Dialysis, Family Medicine, General Surgery, Obstetrics, Lab, Sleep Lab	Gary Beck Intermountain Healthcare
		160	DND No		
The Orthopedic Specialty Hospital (TOSH) 5848 S. 300 E. Murray	801-314-4100 intermountainhealthcare.org	36	150	Orthopedics, Sports Medicine, Joint Replacement, Physical Therapy, Spine Care, Arthritis Management Center, Nutrition Services, Sports Performance	Barbara Ohm Intermountain Healthcare
		413	DND No		
Park City Medical Center 900 Round Valley Dr. Park City	435-658-7000 intermountainhealthcare.org	26	163	ER, Diagnostic Imaging, ProHealth Lab, Family Medicine, General Surgery, Obstetrics, Plastic Surgery, Nutrition Counseling	Si Hutt Intermountain Healthcare
		322	DND No		
Bear River Valley Hospital 1000 W. 905 N. Tremonton	435-207-4500 intermountainhealthcare.org	20	80	ER, Women and Newborn Services, Surgical, Diagnostic Imaging, Physical Therapy	Eric Packer Intermountain Healthcare
		137	DND No		
Delta Community Medical Center 126 S. White Sage Ave. Delta	435-864-5591 intermountainhealthcare.org	20	27	ER, Diagnostic Imaging, Family Medicine, General Surgery, Obstetrics, Lab	James Beckstrand Intermountain Healthcare
		66	DND No		

Focus | HEALTH & WELLNESS

Top Hospital in Utah

Ranked by Number of Beds

Hospital Name Address	Phone Web	# of Physicians on staff/affiliated		Specialties	Administrator
		# of Beds	# of Registered Nurses		
Hospital Name Address	Phone Web	# of Employees	For Profit	Specialties	Owner
Fillmore Community Medical Center 674 S. Highway 99 Fillmore	435-743-5591 intermountain healthcare.org	20	8	ER, Diagnostic Imaging, Family Medicine, General Surgery, Obstetrics, Lab	James Beckstrand
		68	DND No		Intermountain Healthcare
Heber Valley Medical Center 1485 S. Highway 40 Heber	435-654-2500 intermountain healthcare.org	20	92	ER, Family Medicine, General Surgery, Obstetrics, Lab, Plastic Surgery, Sleep Lab	Shawn Morrow
		112	DND No		Intermountain Healthcare
Orem Community Hospital 331 N. 400 W. Orem	801-224-4080 intermountain healthcare.org	20	532	Obstetrics, Women's Services, Same-day Surgery, Imaging, ER	Steve Badger
		189	DND No		Intermountain Healthcare
Sanpete Valley Hospital 1100 S. Medical Dr. Mt. Pleasant	435-462-2441 intermountain healthcare.org	20	88	ER, Diagnostic Imaging, Family Medicine, General Surgery, Obstetrics, Sleep Lab, Orthopedics	DND
		122	DND No		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.
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New report: Utah is the seventh least obese state in the nation

Even though obesity rates are still high, Utah is now the seventh least obese state in the nation. That's according to *F as in Fat: How Obesity Threatens America's Future 2013*, a report from the Trust for America's Health (TFAH) and the Robert Wood Johnson Foundation (RWJF).

After three decades of increases, adult obesity rates remained level in every state except for one, Arkansas, in the past year. Those with body mass indexes of 30 percent or higher are considered to be obese, according to the report, which used the National Institute of Health's measurement standards.

Utah's adult obesity rate is still 24.3 percent and 13 states have adult obesity rates above 30 percent, 41 states have rates of at least 25 percent, and every state is above 20 percent, according to the report. In 1980, no state was above 15 percent; in 1991, no state was above 20 percent; in 2000, no state was above 25 percent; and, in 2007, only Mississippi was above 30 percent.

Since 2005, there has been some evidence that the rate of increase has been slowing. In 2005, every state but one experienced an increase in obesity rates; in 2008, rates increased in 37 states; in 2010, rates increased in 28 states; and in 2011, rates increased in 16 states.

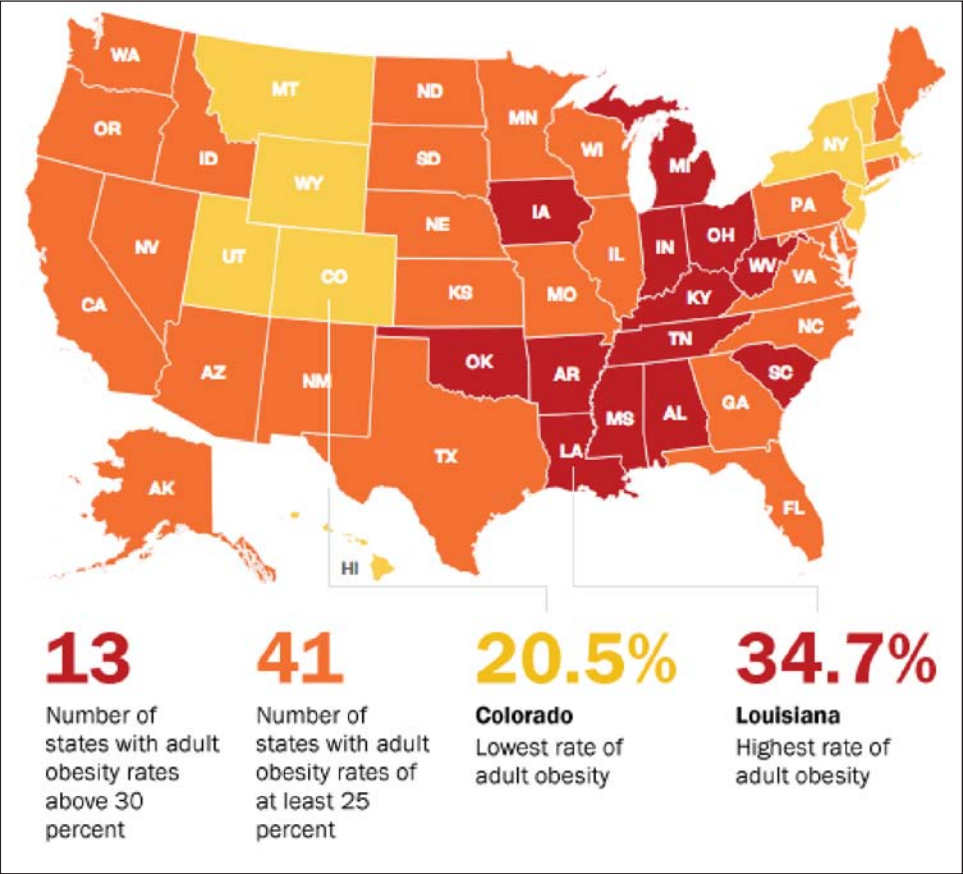
"While stable rates of adult obesity may signal prevention efforts are starting to yield

some results, the rates remain extremely high," said Jeffrey Levi, executive director of TFAH. "Even if the nation holds steady at the current rates, baby boomers — who are aging into obesity-related illnesses — and the rapidly rising numbers of extremely obese Americans are already translating into a cost crisis for the healthcare system and Medicare."

Levi added, "In order to decrease obesity and related costs, we must ensure that policies at every level support healthy choices, and we must focus investments on prevention."

Key findings from the 2013 *F as in Fat* report include:

- Rates vary by region. Of the states with the 20 highest adult obesity rates, only Pennsylvania is not in the South or Midwest. For the first time in eight years, Mississippi no longer has the highest rate—Louisiana at 34.7 percent is the highest, followed closely by Mississippi at 34.6 percent. Colorado had the lowest rate at 20.5 percent.
- Rates vary by age. Utah's obesity rate for baby boomers (45-to-64-year-olds) is 32.3 percent and, nationally, rates for Boomers have reached 40 percent in two states (Alabama and Louisiana) and are 30 percent or higher in 41 states. By comparison, the obesity rate for seniors (65 or more years old) in Utah is 25.6 percent and rates exceed 30 percent in only one state (Louisiana). The young adult (18-to-



25-year-olds) obesity rate in Utah is 12.7 percent and rates are below 28 percent in every state.

- Rates by gender are now consistent. Ten years ago, there was nearly a 6 percentage point difference between rates for men and women (men: 27.5 percent, women: 33.4 percent), and now rates are nearly the same (men: 35.8 percent, women 35.5 percent). Men's obesity rates have been climb-

see OBESE pg. 21

Speaker acknowledges Obamacare confusing and just plain 'crazy'

Brice Wallace
The Enterprise

Karen Harned could sense the frustration.

A few minutes and many PowerPoint slides into her presentation about the Patient Protection and Affordable Care Act (ACA) during the second annual Utah Small Business Summit, Harned paused for a moment as she displayed a laughably tangled flow chart visualizing part of the health care reform measure.

It looked like the plumbing for a 1925 Russian apartment complex.

"It's just crazy, right?" Harned asked the audience grumbling and chuckling at the intertwined mess before them. "And this [chart] is what's making it easy for you to understand. That's what's so sad."

Harned, executive director of the Small Business Legal Center for the National Federation of Independent Business, isn't alone in facing challenges explaining the act. At a symposium in late April, Susan Grassli, a health reform compliance advisor at GBS Benefits Inc., presented what she called "an information dump" that consisted of 70-plus slides, many with tons of text, as an overview of the ACA. And that was just the first presentation of the daylong event.

Make no mistake, for businesses facing the ACA and its requirements, it's complex, it's confusing and it's coming.

Cheryl Smith, part of Deloitte Consulting LLP's state government healthcare practice, told a Sandy Area Chamber of Commerce Women in Business gathering in August that the ACA was 2,700 pages long and had, at the time, 20,202 pages of regulations and proposed regulations associated with it, along with 5,000 pages of regulations and proposed regulations tied to the Medicare Modernization Act.

"It's a lot of stuff to read. That's why you're never going to come across anyone who knows more than this much," she said, pinching her thumb and index finger less than an inch apart, "about this because it's [like] drinking from a fire hose."

Smith cited a statistic indicating that one-sixth of the U.S. economy is related to healthcare. "That is roughly equivalent to the entire GDP of France," she said. "This [reform] is like overhauling the entire French government in three years. It's a heavy lift. It's just hard to do."

The ACA, also known as the PPACA, Obamacare and federal health care reform, has been years in the making but nonetheless its understanding remains elusive. A survey conducted by SelectHealth and unveiled during the Small Business Summit indicated that three-fourths of Salt Lake-area small-business respondents are ambivalent or opposed to the ACA and 81 percent are unsure about what it requires of them.

Smith, speaking in August, had a simple explanation for that.

"Most people don't do what I do, which is spend your day talking about this stuff," she said. "Most people ... are busy making widgets, you're busy caring for people, you're busy doing HR, you're busy doing all these other things. You don't have time to look at this. I think people know in gen-

eral, but what exactly this stuff is, we don't know."

And don't expect it to get much easier. While elements of the act have been delayed, many states and the federal government still must put infrastructure in place to address the ACA's requirements. Smith said as much when presenting an information-packed timeline about what's ahead. "The only thing you need to take away from that is, there's a lot of crap to do between now and 2017," she said.

Few presentations locally about health care reform in recent months have featured glowing praise about the ACA's simplicity. Even when avoiding whether the act will have its desired outcomes, speakers have been nearly unanimous about its convolution. Speaking in April, Grassli likened the ACA and the Health Care and Education Reconciliation Act to "a live animal." At the same event, Rick Fielding, president and senior consultant at GBS, described them as

"this minefield of reform."

Fielding noted at the time that much of the reform was "not really understood or realized" six months earlier and that "much of what we will be doing a year from now has not yet been created, let alone implemented."

At the Small Business Summit, Terry H. Buckner, president and chief executive officer of The Buckner Co., analogized that businesses facing the ACA are feeling the anxiety that a first-time skydiver experiences just before the jump.

"Many of you are, if you will, standing at the edge of the airplane when it comes to the Affordable Care Act," he said. "Soon, the federal government will have their foot in your back, pushing you out the door."

Smith, who has traveled extensively to explain elements of the ACA, said she often is asked during her trips what she thinks of federal healthcare reform. "You know, I think we have some good goals here," she

told the Sandy crowd. "There are some very good goals here. The execution and some of the planning leave something to be desired."

Harned did her best to explain the ACA at the Small Business Summit. But the flow chart and other slides crammed with tons of text were a bit much for the luncheon crowd to digest. "I know this is confusing," she acknowledged after telling the audience about one ACA calculation that forces companies to weigh "\$3,000 times each of those people versus all of your employees, minus 30, times two."

She confessed it's been a challenge to have current information included in her presentations about the ever-changing ACA.

"It's very complicated," she said. "Look, this is an ongoing discussion, and, honestly, I have updated this thing four times since I last gave it at the end of June. It's just a moving target. ..."

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Top Vision Centers in Utah

Ranked by Number of Patients seen in 2012

page 1

Company Name Address	Phone Fax Web	# of Patients seen in 2012	# of Ophthalmologists	Same Day Appointments	Services Offered	Owner/Managing Principal
		# of Full Time Employees	# of Optometrists	Optical Shop on site		
		# of Eye Exams in 2012				
John A. Moran Eye Center 65 Mario Capecchi Dr. Salt Lake City	801-581-2352 810-581-3357 moraneyecenter.org	126,500 545 119,900	33 10	Yes Yes	Comprehensive ophthalmology, cataract surgery, corneal transplants, low vision services, neuro-ophthalmology, oculoplastic & facial surgery, pediatric, adult strabismus, retinal diseases, uveitis & ocular infectious diseases	Randall J. Olson
Utah Eye Center 4360 Washington Blvd. Ogden	801-476-0494 801-476-0067 utaheyecenters.com	70,000 63 52,000	7 2	Yes Yes	LASIK, cataracts, comprehensive eye care, retina, glasses/contacts, diabetic retinopathy, oculoplastics, macular degeneration, glaucoma	Mark G. Ballif
Standard Optical 1901 W. Parkway Blvd. Salt Lake City	801-886-2020 801-954-0054 standardoptical.net	36,244 150 33,800	2 17	Yes Yes	Exams for glasses and contacts, LASIK, diabetes care, cataracts, glaucoma, age-related macular degeneration, keratoconus, ocular hypertension, migraines, and general ophthalmology, diagnosis, treatment, surgery.	Stephen Schubach
The Eye Institute of Utah 755 E. 3900 S. Salt Lake City	801-266-2283 801-268-6151 theeyeinstitute.com	10,586 59 19,440	7 1	Yes No	Standard/custom cataract surgery, LASIK/PRK, ICL, retina comprehensive, glaucoma, eyelid & facial plastics, cornea, cross-linking, dry eye, keratoconus, lens implant/exchange	Robert J. Coinni
Cottonwood Eye & Laser Center 201 E. 5900 S. #101 Salt Lake City	801-268-6600 801-268-6602 cottonwoodeye.com	10,500 7 10,136	2 2	Yes Yes	LASIK, eyelid lifting, contact lens, exams, glasses exam, cataract and muscle surgery	Alan Jackson
Alta View Eye Care Center 9720 S. 1300 E. Ste. E210 Sandy	801-572-0631 801-572-0670 altavieweye.com	9,997 9 8,909	1 1	Yes Yes	Complete eye exams, cataract surgery, contact lens	Mathew R. Tempest
Wolcott Optical Service 3145 Highland Dr. Salt Lake City	801-485-4474 801-485-4497 wolcottoptical.com	8,500 9 625	DND 1	Yes Yes	Full optical retail, prescription and non-prescription, clear, transitions, and full sun tint, prescription contact lenses, eye exams for glasses and contact lenses	Ron & Janet Wolcott
Clair Optical 1025 E. 3300 S. Ste. A Salt Lake City	801-466-3937 DND DND	8,000 5 4,000	3 1	Yes Yes	Glasses, contacts, sunglasses, eye care and supplies	Alan Seyboldt
Salt Lake Eye Associates 1025 E. 3300 S. Ste. B Salt Lake City	801-281-2020 DND saltlake-eye.com	6,500 7 5,200	2 0	Yes Yes	Complete eye care services, treatment of eye diseases, LASIK, intralase, Cataract SX, Near Vision CK	Rachel Benator
Davis Vision Center 1325 W. South Jordan Pkw. #103 South Jordan	801-253-3080 801-253-0772 davisvisionmd.com	4,000 4 4,000	1 1	Yes Yes	Eye Exams, Glasses, Contacts, LASIK SX, Cataract SX, E.R	Brian R. Davis
Utah Eye Associates 150 S. 1000 E. Ste. 100 Salt Lake City	801-363-2851 DND utaheyeeassociates.com	3,200 4 1,800	0 1	Yes Yes	Medical and general eye examinations including examinations for diabetes, macular degeneration, cataracts, contact lenses and LASIK	David Masihdas
Broadway Eye Clinic 250 E. 300 S. Salt Lake City	801-322-0467 801-363-6053 visionsource-broadway.com	3,000 6 2,000	0 2	Yes Yes	Primary care providers, including treatment and management of eye disease and ocular conditions. Full optical with fashion designer frames and latest technology in optical lenses, contact lens service, vision therapy	Terry Berner Karri Buresh
Precision Eye Center 6095 S. Fashion Blvd. Ste. 110 Murray	801-262-2020 DND visionsource-precisioneyecare.com	360 2 360	0 1	Yes Yes	Comprehensive eye and vision care	Stuart Anderson

Top Vision Centers in Utah

Ranked by Number of Patients seen in 2012

page 2

Company Name Address	Phone Fax Web	# of Patients seen in 2012		# of Ophthalmologists	Same Day Appointments	Services Offered	Owner/Managing Principal
		# of Full Time Employees	# of Eye Exams in 2012				
Salt Lake Vision 34 S. 500 E. #201 Salt Lake City	801-355-8340 DND saltlakeeyedoctor.com	360	2	0	Yes	Comprehensive eye and vision care	Stuart Anderson
		360	360	1	Yes		
Hoopes Vision 11820 S. State St. Draper	801-568-0200 801-563-0200 hoopesvision.com	DND	75	4	Yes	LASIK, cataract surgery, custom laser cataract surgery, ICL, PRK, corneal transplants, intacs	Phillip C. Hoopes
		DND	DND	6	No		
Olympus Eye Associates 6065 S. Fashion Blvd. Ste. 125 Murray	801-261-0726 801-262-2838 olympuseyemed.com	DND	6	1	Yes	DND	David T. Brockbank
		DND	DND	1	Yes		
Wasatch Vision Clinic 849 E. 400 S. Salt Lake City	801-328-2020 801-363-2201 wasatchvision.com	DND	DND	DND	Yes	Complete eye care services, treatment of eye disease, LASIK co- management, specialty contact lense	Dr. Bateman
		DND	DND	DND	Yes		



UTAH'S BUSINESS JOURNAL

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Clarifying 10 points of chaos and confusion with ACA

Christopher R. Brown
and Mark R. Hunter
Summit Risk Management & Insurance

Not a fan of Obamacare? Want to save money on next year's health insurance premiums? If you answered "yes," there's very likely an insurance agent ready to help. The only catch is that you may be violating federal laws and creating substantial risks for your organization in the process. Why, you may ask, with only a few months before "full implementation" of the Affordable Care Act, are employers receiving contradictory and confusing advice on how to comply with the ACA? The answer involves, money, politics and intrigue. It's not worthy of a spy novel, but the plot is nearly as complicated.

When the ACA was passed in 2010, the Federal Government began the monumental task of drafting the thousands of regulations necessary to implement the law. The resulting regulations impact individuals, healthcare providers, employers, states and insurance companies. The sheer quantity of the resulting regulations dwarf the much-touted page length of the law itself and creates substantial compliance challenges for many firms.

Although many requirements of the law have already phased in (coverage of preventive care, extended eligibility for children and tax credits for small employers to name a few), the most transformative and potentially disruptive components are set to begin taking effect on Jan. 1, 2014. Among other things, as of Jan. 1, health plans may no longer apply pre-existing condition exclusions; individual and small-employer plans must

conform to new rating limitations, essential health benefits requirements and limits on out of pocket expenses; individuals must obtain minimum essential coverage or pay a tax penalty; and large employers must offer affordable coverage or risk non-deductible penalties.

It's on that last point that much of the confusion rests, because regardless of the legal requirements under the ACA, the Obama administration decided to delay the penalties associated with the "Employer Shared Responsibility" requirements until 2015. This change, which impacts a relatively small number of businesses, when combined with questionable practices on the part of insurance companies and rampant misinformation from insurance brokers, has caused many employers to mistakenly believe that they're "off the hook" until January 2015, at the earliest.

Following are 10 of the biggest points of chaos, confusion and flat-out misinformation we've encountered this summer:

1. *The "exchange notice" requirement was delayed.* **Wrong.** All employers, regardless of size must provide an exchange notice to all employees, regardless of full time or part time status by Oct. 1, 2013, the date that the state and federal exchanges "go live."

2. *A small employer can delay compliance with various ACA coverage requirements by renewing their policy in December.* **Half True.** An insurance company can (and likely will) sell policies that don't conform to the 2014 ACA requirements through the end of 2013. However, small-employer coverage requirements apply to small employers for their first plan year beginning on or after Jan. 1, 2014. Renewing early doesn't change the plan year. An employer sponsor-

ing such a non-conforming plan after Jan. 1, 2014, may be violating federal law and could incur substantial liabilities.

3. *Offering a "defined contribution" arrangement through an HRA saves employers money and gives employees more options in the individual market.* **Half True.** Individual plans are sometimes less expensive than group coverage, however, until Jan. 1, 2014, insurers can still reject applicants based on preexisting medical conditions, which means many employees may not be able to secure affordable coverage. Furthermore, an applicable large employer offering such an arrangement may still be assessed an employer shared responsibility penalty, even though they are contributing towards the cost of employees' individual health plans.

4. *An applicable large employer that renews in December 2013 can delay employer shared responsibility penalties until December 2015.* **Pants on Fire.** The employer shared responsibility rules stipulate that any attempt by a large employer to delay compliance is prohibited and may result in earlier assessment of penalties than would have otherwise been the case.

5. *The individual mandate was delayed.* **Wrong.** Although some members of Congress have complained that it's unfair to delay the employer shared responsibility penalties without also delaying the individual mandate, President Obama has stated he would veto any bill that included such a delay. The individual mandate is one of the key pillars of the law and absent this requirement, adverse selection would dramatically raise the cost of coverage for individuals who purchase coverage as required by the ACA.

6. *It's all going to be defunded anyway.*

Fanciful Thinking. Most funding for the ACA is non-discretionary, meaning that even if Congress passes no explicit authorization, it will be funded — automatically. The only way to change non-discretionary spending involves passing legislation that would require the president's signature for enactment.

7. *The House just voted to repeal the ACA.* **Irrelevant.** The House has voted about 40 times to repeal all or part of the ACA, but House votes alone do not change Federal law.

8. *The big rate increases that impact small employers in 2014 are due to "community rating."* **Half True.** While community rating can have a strong negative impact on rates for some small employers, it will be cost-neutral or beneficial for other small employers. In many cases, the greater impacts on rates are the required changes to plan design that are also effective for 2014, when many small-employer plans must reduce their deductibles, add benefits and charge the same rates to men and women.

9. *COBRA continuation coverage is going away.* **Wrong.** Although fewer employees may elect this expensive coverage, employers are still obligated to offer continuation for every qualifying event.

10. *We can wait until next fall to figure all of this out.* **Fanciful Thinking.** While applicable large employers may not be assessed penalties in 2014, their actions, particularly in regard to how they manage variable-hour employees will have a direct impact on their outlay for premium or non-deductible penalties in 2015.

Christopher R. Brown and Mark R. Hunter are principals at Summit Risk Management & Insurance in Salt Lake City.

WELLNESS

from page 13

Howell said lots of data is available to companies to demonstrate a return on any investment they make in wellness programs.

"I'd like to think that's not the only reason we're doing it, because I think we're a really good company and our values and our mission is to help our members achieve life-long well-being, but the numbers are going to be there," he said. "And then when you tie in the benefits of morale and employee engagement, I think it's an easy discussion to have, but you've got to have it with the right people."

Most wellness programs fail because leadership does not get involved, he said. Successful ones foster a culture in which everyone wants to participate. "Peer pressure is a wonderful or a terrible thing, depending on how it's used," he said.

But getting individuals going — like getting any couch potato up and about — remains a challenge. Dr. Kevin Nelson, a pediatrician with the Division of Pediatric Inpatient Medicine at the University of Utah who practices at Primary Children's Medi-

cal Center, said financial incentives can be effective but aren't the only choice. He suggested that time "tends to be a barrier for changing a lot of behaviors."

Nelson said companies might consider giving participants time in the form of 30 minutes during lunch to participate in a wellness program or 30 minutes during the workday to meet with a fitness coach. Companies might supply employees with an exercise ball to sit on while at their workstations. "These are small things that may sound gimmicky but how can we allow them to do two things at once?" Nelson asked.

Casey said the primary incentive for participation must be improving participants' health numbers, such as blood sugar levels or blood pressure readings.

"That's got to be the main incentive, but still people are still going to look at well-

ness as a chore until they don't," Casey said. "And it takes a certain amount of time being dedicated to a certain way of living and a new lifestyle to realize that you love it."

Whenever possible, programs need to be personalized "so you feel like you're getting individualized, special, boutique service," he said. "I think that's a huge incentive because it makes people feel special instead of just kind of another number: 'Here's the program for all of you and your goals are all the same.'"

Howell said his company's program includes a health risk assessment, a biometric screening to provide a baseline and information for making decisions, personalization and software that tracks progress. "It's many different facets but I think it's that individual approach in that program that makes it impactful," he said.

And just as employees have to start, so do companies, panelists said.

Casey said wellness programs can begin modestly and then expand. "It's really not a whole lot of work after you get it started. The people (employees) are doing the work," he said.

"You've just got to start," Howell said, noting that the adage "it's a marathon, not a sprint" must be remembered.

And Casey emphasized that companies need to be diligent and flexible.

"Don't give up. There's always going to be the 'Negative Nancies' in every organization — Lord knows we have ours — that just think it's all a bad idea. I don't know what it is, [but maybe] they just like to be negative or maybe they're scared to find out their own health or they feel insecure — who knows? But just don't let that stop you

from implementing a program with your employees," Casey said.

"And if something doesn't work, try something else. Don't just go, 'Well, we tried a wellness program and it doesn't work for us.' There's always some sort of wellness program that will work for everybody."



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TRIBUNE

from page 1

ship,” Singleton said in a press release.

“Good news-gathering organizations are as important as they ever have been. In the digital age our communities need organizations like the *Tribune*, a trusted source to put news and information in context. Well-told, accurate, balanced, fair reporting is still critical to democracy and that is what makes a news organization like *The Salt Lake Tribune* so important,” said Conway.

Terry Orme, a 35-year veteran of the *Tribune* who currently serves as managing editor, will be named editor and publisher on Oct. 1. Orme previously worked as news editor and spearheaded the *Tribune's* coverage of Utah's preparation for the 2002 Olympics. He previously served as features editor, film critic, reporter and copy boy.

“*The Salt Lake Tribune* plays an essential role in the lives of Utahns. We are the state's independent source of news, the watchdog of government and other powerful institutions. It is an honor and an awesome responsibility to be asked to lead a talented, dedicated staff in this endeavor,” said Orme. “Editor Nancy Conway has steered the *Tribune* ship with authority and integrity for a decade. She has mentored and prepared me and other top newsroom managers to build on her example.”

“Terry Orme has devoted his entire professional career to the *Tribune*, and I am delighted that he will become its editor and publisher,” said Singleton. “Terry and his team provide the innovative and stable leadership that will take the *Tribune* into a changing but exciting future.”

Tribune deputy editor Tim Fitzpatrick, whose father Jim Fitzpatrick served as arts and culture editor in the 1960s and whose grandfather John F. Fitzpatrick served as publisher from 1924 to 1960, will take over as editorial page editor. Fitzpatrick has most recently led the *Tribune's* newsroom technology during the operation's digital transformation.

Despite the deep cuts — plus a nine-person reduction in May — Orme said he remains confident the 90-person newsroom will still be able to get the job done. “That's a good-sized newsroom. You can do some dynamic journalism, and I think we can fulfill our role of being a watchdog and producing a vibrant website and a daily paper,” he said. “We'll have to do it a little differently, and we're going to have to figure that out in the next days, weeks and months.”

SITLA

from page 1

again demonstrating it is a responsible corporate citizen and one of the more socially conscious energy producers in the nation.”

“We also appreciate the cooperative approach taken by SITLA,” said Bishop. “Providing time to work out a broader lands initiative through a more inclusive and balanced approach is a win-win for all Utahns, especially Utah's school children.”

“Though our sole legal obligation is to Utah's public school system, which is owner and beneficiary of the entire Book Cliffs block of land, we've listened to concerns from Congressman Bishop, Gov. Herbert and sporting interest groups, and have reached a satisfactory arrangement,” said SITLA board chair Steve Ostler. “We feel this agreement is advantageous to Utah's public schools and the state, and retains SITLA's commitment with Anadarko.”

The initial contract remains largely intact, allowing for oil and natural gas exploration on three large school trust parcels in the Book Cliffs area of Uintah and Grand counties. The modification's will only delay activities on the southern parcel known as Bogart Canyon, an area deemed most sensitive by wildlife groups, while keeping the balance of the exploration timelines of the original agreement in place.

This modification essentially aligns with Anadarko's exploration plan, according to a company spokesperson. Anadarko's strategy calls for initial exploratory activities to begin in the northern part of the 96,000-acre option area and work southward over time.

The SITLA Board of Trustees intends to consider the proposed modification at its Sept. 26 meeting in St. George. Public input will be taken at that meeting. The SITLA Board also intends to create an advisory committee to provide input on appropriate wildlife management and mitigation considerations associated with the exploratory lease activities.

The 27-month delay in exploration activities in the Bogart Canyon area will allow consideration by SITLA and Anadarko of potential alternatives for the lands in connection with a broader public lands initiative that would potentially consolidate trust lands in energy rich areas in exchange for protecting some of Utah's iconic and sensitive landscapes.

SITLA manages 3.4 million acres of lands granted by Congress to Utah at statehood for the support of K-12 public schools and other public institutions. Revenue from school trust lands is deposited in the Permanent School Fund, a \$1.64 billion perpetual endowment that distributes interest and dividend income annually to each K-12 school in Utah. In 2013, this distribution was \$37.8 million.

Anadarko is among the world's largest independent oil and natural gas exploration and production companies and has a strong record of environmental stewardship in Utah. For its Greater Natural Buttes natural gas project in the Uintah Basin, Anadarko has received several Utah Earth Day awards from the Utah Division of Oil, Gas and Mining, and was commended by environmentalist groups, including the Southern Utah Wilderness Alliance, for its collaboration with land managers, the tribal community, and conservation groups.

OBESE

from page 16

ing faster than women's for this last decade. Utah's obesity rate is 24.6 percent percent for men and 24 percent percent for women.

- Rates of “extreme” obesity have grown dramatically. Rates of adult Americans with a body mass index (BMI) of 40 or higher have grown in the past 30 years from 1.4 percent to 6.3 percent — a 350 percent increase. Among children and teens (2-to-19-year-olds), more than 5.1 percent of males and 4.7 percent of females are now severely obese.

- Rates vary by education. More than 35 percent of adults ages 26 and older who did not graduate high school are obese, compared with 21.3 percent of those who graduated from college or technical college.

- Rates vary by income. More than 31 percent of adults ages 18 and older who earn less than

\$25,000 per year were obese, compared with 25.4 percent of those who earn at least \$50,000 per year.

In addition to the latest data showing a stable rate for adult obesity, a new report released by the Centers for Disease Control and Prevention (CDC) earlier this month shows 18 states and one U.S. territory experienced a decline in obesity rates among preschool children from low-income families. The report provides state-specific trends in obesity rates among children ages 2 to 4 who are enrolled in federal health and nutrition programs, such as the Special Nutrition Program for Women, Infants and Children (WIC).

“After decades of unrelenting bad news, we're finally seeing signs of progress. In addition to today's news about the steady rates for adults, we've seen childhood obesity rates declining in cities and states that were among

LUND

from page 11

in the future or you might die with a large charitable bequest, then it may not be a wise move.

In terms of taxes, should you delay a big financial move until 2014? Talk with a tax professional about the impact that selling or buying a home or business might have on your 2013 taxes. You may want to wait. Receiving a bonus, getting married or divorced, exercising a stock option, taking a lump-sum payout — these events have potentially major tax consequences as well.

Business owners may want to consider whether to make a capital purchase or not.

Look at tax efficiency in your portfolio. Investors were strongly cautioned to do this at the end of 2012 as the fiscal cliff loomed; it is a good idea before any year ebbs into the next. 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, you will want to review this with your tax preparer.

*Mark Lund is an independent investment advisor, investor coach and author of *The Effective Investor*.*

SOWELL

from page 10

ployment rates for younger workers are often 20 percent or higher, even when there is no recession.

Unemployed young people lose not only the pay they could have earned but, at least equally important, the work experience that would enable them to earn higher rates of pay later on.

Minorities, like young people, can also be priced out of jobs. In the United States, the last year in which the black unemployment rate was lower than the white unemployment rate — 1930 — was also the last year when there was no federal minimum wage law. Inflation in the 1940s raised the pay of even unskilled workers above the minimum wage set in 1938. Economically, it was the same as if there were no minimum wage law by the late 1940s.

In 1948 the unemployment rate of black 16-year-old and 17-year-old males was 9.4 percent. This was a fraction of what it would become in even the most prosperous years from 1958 on, as the minimum wage was raised repeatedly to keep up with inflation.

Some “compassion” for “the poor”!

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

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the first to adopt a comprehensive approach to obesity prevention,” said Dr. Risa Lavizzo-Mourey, RWJF president and CEO. “But no one should believe the nation's work is done. We've learned a lot in the last decade about how to prevent obesity. Now it's time to take that knowledge to scale.”

F as in Fat also features a series examining high-impact policies to prevent and reduce obesity in the United States. The series highlights significant policy accomplishments over the past decade, including historic changes to nutrition standards for school foods, improved health screenings for children, changes to improve nutrition and health counseling in the WIC program, increased understanding about how the built environment affects our ability to eat healthy foods and be physically active, the growth of a “complete streets” movement, the launch of a Prevention and Public Health Fund and National

Prevention Strategy and a growth in community-based programs for obesity and related illnesses.

The report includes a growing set of strategies that have improved health — but stresses that they are not yet implemented or funded at a level to reduce obesity trends significantly. Some key recommendations from the report regarding strategies that should be taken to scale include all food in schools must be healthy; kids and adults should have access to more opportunities to be physically active on a regular basis; restaurants should post calorie information on menus; food and beverage companies should market only their healthiest products to children; the country should invest more in preventing disease to save money on treating it; America's transportation plans should encourage walking and biking; and everyone should be able to purchase healthy, affordable foods close to home.



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Building Owners and Managers Association

The Standard of Excellence

BOMA Utah

Medical Office Symposium

Register online at

www.bomautah.org

Perfect for:

- Property Managers
- Developers
- Safety Officers
- Hospital and Health System Executives
- Real Estate Agents
- Facility Managers
- Physician Practice Managers

BOMA Members and Guests: \$30.00

Reserved table of six: \$150.00

Non-members: \$50.00

Reserved table of six: \$270.00

Introductory Speaker:

Cody Stewart

Energy Advisor to Utah Governor Gary Herbert

Keynote Speaker:

Jane Guyer Paine, LEED A.P.; P.E.

ETC Group - "Top 10 Low Cost Ways to Make Your Building More Energy Efficient Today"

Featured Speakers:

Kevin Emerson

Utah Clean Energy - "Best Practices for Energy Management"

Zach Brown

Questar - "Thermwise and Questar Incentives"

Roger Hamlet and Steve Connor, LEED A.P.; P.E.

Colvin Engineering Associates - "Optimizing Your Controls System to Work for You"

Chris Helmers

Rocky Mountain Power - "Technical & Financial Resources"

Roundtable Discussion on your questions and input.

Sponsorship Opportunities Available!

Contact Shelli Menegos, RPA, FMA at

admin@bomautah.org or 801.710.2590



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We make applying for a mortgage loan easy, just contact an experienced Mortgage Loan Officer. They will guide you through the paperwork, help you understand the process, and provide a quick turnaround.

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