

INSIDE

Billion dollar merger



When these two credit unions' merger is complete the resulting entity will have nearly \$1 billion in assets. **pg. 4**

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It may be hot outside but that doesn't mean Utah's ski resorts have shut down. **pg. 5**

New cars sales rise

Utah's new car dealers had a good year in 2012. **pg. 3**

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Arch Coal sells eastern Utah mines

Nine million tons of production goes to Ky.-based joint venture

John M. Rogers
The Enterprise

Utah's largest coal producer has sold its three mines to a new joint venture headed by Bowie Resources LLC of Louisville, Ky. and the Galena Private Equity Resource Fund, which operates out of Geneva, Switzerland. St. Louis-based Arch Coal will sell three eastern Utah mines, which operate as Canyon Fuel Co. for \$435 million in cash in the deal which is expected to close in the third quarter of this year.



Included in the sale are the Dugout Canyon Mine in Carbon County, the Skyline Mine in Emery County and Sevier County's SUFCO Mine. In 2012, the three properties produced over nine million short tons, accounting for more than half of the state's coal production.

The new company, Bowie Resource Partners, LLC ("BRP") will also own the Bowie mine in Paonia, Colo. and will be based in Louisville, Kentucky, with a regional office in Grand Junction, Colo. BRP will have an annual productive capacity of 15-17 million tons of thermal coal and a workforce of 1,100 employees.

"From the beginning with Bowie, our goal has been to establish a core business rooted in the western bituminous region and

to grow organically as well as with specifically targeted synergistic acquisitions. We see this as an opportune time to position ourselves, with very selective mining and transportation assets, to be out in front of an anticipated renewed global interest in Western US coal," said John J. Siegel, chairman of BRP. "The exemplary safety and productivity record of Canyon Fuel, the company's long term relationships with its cornerstone domestic customers, and the superior quality and geology of its reserves, in conjunction with our recent development of significant West Coast export throughput capacity, combine to make this an extraordinary acquisition for us."

The Galena Private Equity Resource Fund was created in 2012 to invest in equity and debt of small- to medium-sized metals and mining companies in a development or expansion phase. The Fund will make a cash equity investment of \$104 million (USD) in BRP to acquire a significant minority stake in the joint venture company.

"Galena has built an impressive record of prudently selecting high performing investments," said Jeremy Weir, CEO of Galena. "We believe that Bowie Resource Partners has a unique opportunity to reshape the Western US coal paradigm."

In addition to the active mining operations and related support facilities, Arch will transfer to BRP approximately 105 million tons of bituminous coal reserves in Utah. BRP plans to expand that reserve base. The

workforce at the Canyon Fuel operations will remain in place after the transaction and will become employees of BRP.

Bowie is a 5 million ton per year long-

see COAL MINES pg. 10



The Governor's new STEM Action Center has been given the job of facilitating the education of Utah's kids in the areas of science, technology, engineering and math.

Deseret settles pollution charge

The U.S. Environmental Protection Agency (EPA) has announced a Clean Air Act settlement with Utah-based Deseret Generation & Transmission Co-operative (Deseret) resolving alleged violations at the Bonanza Power Plant on the Uintah and Ouray Indian Reservation near Vernal, Utah. According to a complaint filed with the settlement, Deseret allegedly violated provisions of the New Source Performance Standards under the Clean Air Act by emitting excess particulate pollution at the Bonanza plant.

The agreement requires Deseret to pay \$35,000 in penalties and implement new procedures for controlling particulate emissions during startup and shutdown of the

coal-fired boiler at Bonanza. Deseret will also finance a \$260,000 vehicle replacement program to replace at least five fleet vehicles in the area to use natural gas.

"This settlement secures Deseret's commitment to significantly reduce emissions of particulate pollution and visible emissions from the Bonanza plant during startup and shutdown events and improve visibility in the surrounding area," said Mike Gaydosh, EPA's enforcement director in Denver. "Additionally, the conversion of the company's vehicles to natural gas will benefit local air quality by significantly reducing emissions of harmful nitrogen oxides, carbon monoxide, carbon dioxide and particulates."

Preparing kids for jobs of the future

Adam MacKay

Governor's Office of Economic Development

The jobs of tomorrow will be technology driven. Technology based jobs require improved education. The Utah legislature has decided that this education should be focused on science, technology, engineering, and math otherwise known as STEM.

As STEM education has been tasked with the challenge of preparing our children for the jobs of the future, it's clear that STEM-based skills will enable the youth of today to hit the ground running. The state STEM initia-

see STEM CENTER pg. 8



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Experts: don't focus on success and ignore succession

Brice Wallace
The Enterprise

Businesses often are so focused on success that they fail to consider succession.

A pair of experts recently told a Salt Lake City crowd that planning is vital for when the day comes that a company founder, CEO or other top manager leaves the company because of retirement, disability, illness, mental incapacity or even an accident or death.

“Sooner or later, everybody exits, plan or no plan,” said Jeff

Haas, a US Bank private client wealth planner. “That can come from a variety of different things. ... But the question is not if you will exit, but it will be when you will exit and perhaps how you will exit.”

Haas and Dan Griffiths, director of strategic planning at Tanner LLC, led the seminar on business succession planning, stressing the importance of having a written plan in place that spells out changes that will take place when top company officials are no longer at the top. Griffiths admitted he wanted to scare people a bit — “sometimes you need that wake-up call,” he said — but succession

issues often “don’t come up, they don’t get discussed, we don’t deal with them,” he added.

“I’ve had the opportunity over my career ... to watch business owners pour blood, sweat and tears into their business for a lifetime, only to watch it evaporate because they failed to put in place some leadership succession plans in their business,” Griffiths said. “And it could’ve been different. It could have been so much different.”

Exits can be prompted by several factors, including a top company official just “hitting a wall” and wanting to get out, he said. Sometimes the planning is delayed because a leader figures to leave in, say, five years. “They’ve probably been saying that the last five to 10 years,” Griffiths said.

Most succession events are unplanned, in part because leaders believe “it could never happen to me,” he said. Tragedies such as deaths from car accidents disprove that attitude.

“Part of what makes an entrepreneur successful is the ability to push through when all of the odds are against you ... but you push through anyway and you build this amazing business. But this does

happen. It really does. And it can happen to me and it can happen to you. ... We don’t like to talk about it. It’s not pleasant to talk about,” he said.

Planning can be trickier when family businesses are involved. Griffiths said 88 percent of current family business owners believe that relatives will control their businesses in the future, but, in reality, only 30 percent survive to the second generation and only 12 percent to the third generation.

With so much at stake, why do company leaders avoid succession planning? Griffiths said it boils down to fear and procrastination. The fears include losing control of the business, facing their own mortality, having difficult conversations, acknowledging that successors might not be as strong as believed, making promises that cannot be kept, or simply fear of the unknown. Procrastination results from simply wanting to worry about the issue later or believing current business needs are a higher priority.

Sometimes, he said, the job of succession planning simply seems too vast, something he described as “the proverbial elephant that you’re trying to eat.”

Haas said confusion and doubt keep succession planning from occurring. It’s simply a topic businesses don’t want to address, he said.

Haas acknowledged the process is complex, with lots of moving parts, but he suggested that planning occur several years in advance. He suggested starting with definitions of objectives and goals, for both the leader and the company, followed by self-evaluations of both. Companies also should evaluate the succession options and determine what is keeping them from executing their plans.

He also encouraged a selection of a “quarterback” to ensure communication among stakeholders but also to make key decisions during the process. Otherwise, “you might get frustrated and not get anything done,” he said.

Griffiths suggested getting key customers, clients and vendors involved, in addition to key people in the company. After a plan is written and in place, it should be reviewed often and possibly updated.

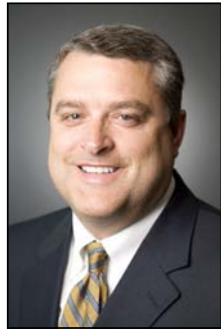
“One of the outcomes we want,” he said, “is follow-through, not just a pretty plan on a piece of paper.”



Anthony Hall



Greg Winegardner



Kelvin Anderson

UBA elects officers

The Utah Bankers Association has elected new officers and board members for 2013-2014.

Anthony Hall, president & CEO of Lewiston State Bank, is chairman of the association. Greg Winegardner, regional president of community banking, Wells Fargo, was elected 1st vice chairman and Kelvin L. Anderson, president & CEO, Optum Bank, was elected 2nd vice chairman.

Hall was appointed president & CEO of Lewiston State Bank in 2006. He began his career with the bank as a teller in 1973, moving into management in 1986. He is a graduate of Utah State University. He has served on the Cache County School Board and was chair of the Utah High School Activity Association.

Winegardner is responsible for Wells Fargo's retail and business banking operations in Utah. He is a financial services veteran with 40 years of experience and was named to his current position in 2009.

Anderson has been with Optum Bank since January 2008. His experience encompasses more than 20 years in bank operations, including finance and regulatory compliance and credit card pay-

ment operations. He is president of Utah Association of Financial Services and vice president of National Association of Industrial Bankers.

Newly elected board members are: Paul Andersen, president & CEO, Gunnison Valley Bank, Gunnison; Doug DeFries, president, Bank of Utah, Ogden; Lewis Goodwin, president & CEO, Green Dot Bank, Provo; Lee A Carter, president & COO, UBS Bank USA, Salt Lake City; Ron Ostler, president, Comenity Capital Bank, Salt Lake City; Joe Stroud, general counsel, GE Capital Bank, Salt Lake City; and Louise Zeenati, senior vice president & CFO, The Village Bank, St. George.

SNFC buys Draper office complex

Security National Financial Corporation has announced the completion of the purchase of a class A office building, known as "Wasatch 16," located in Draper. With this purchase, the Company continues to expand its holdings of commercial office space in the Salt Lake City market.

"Purchasing the Wasatch 16 commercial office building was a tremendous opportunity to acquire an institutional-quality asset at a favorable cap rate. The stabilized asset was acquired below replacement cost in a submarket of the Greater Salt Lake City area that is currently experiencing low vacancy rates."

Wasatch 16 has a total space of approximately 80,000 square feet with a current occupancy rate of 92 percent. In the past six months, Security National has increased its corporate real estate holdings by over 450,000 square feet.

Utah's new car dealers sold \$6.0 billion in 2012

Utah's 143 new-vehicle dealers sold \$6.0 billion worth of new vehicles in 2012 according to a report from the New Car Dealers of Utah. That's an average of \$41.6 million per dealership, up more than 13 percent from the previous year. In 2011, Utah's new-vehicle dealers had total sales of \$5.3 billion, or an average of \$37.4 million per dealership.

Figures were compiled by the National Automobile Dealers Association (NADA) in Washington, D.C.

The report also indicated that the \$6.0 billion amounted to 14.2 percent of Utah's total retail sales. In 2011, the \$5.3 billion amounted to 13.9 percent of Utah's total retail sales.

Craig Bickmore, executive director of the New Car Dealers of Utah, said, "New car dealerships play a key role in driving our state's economy. According to information compiled by NADA, 8,188 people (an average of 57 employees per dealership) were employed by new vehicle dealer-

ships in Utah in 2012 with an average salary of \$48,869. In addition, the total annual payroll of new-vehicle dealerships amounted to \$400 million, an average of \$2.80 million per dealership. Put another way, these dealerships' payroll amounted to 10.0 percent of the state's total retail payroll."

Bickmore noted that the automotive sector demonstrated growth between 2011 and 2012. In 2011, 8,153 people (an average of 58 employees per dealership) were employed by new-vehicle dealerships with an average salary of \$46,080. This meant that in 2011, the total annual payroll of new-vehicle dealerships amounted to \$374 million, an average of \$2.65 million per dealership. Dealerships' payroll in 2011 amounted to 9.4 percent of the state's total retail payroll.

Bickmore added that new car dealers generate hundreds of millions of dollars of tax revenue for state and local government through sales, tax revenue, corporate tax revenue and payroll tax revenue.

The New Car Dealers of Utah is a statewide membership-based organization formed in 1923 to promote, protect and advance the general welfare of the new car and truck franchises throughout Utah.

Shopko to carry local products

Murray-based Creative Bioscience has signed a deal with Shopko to sell its line of weight loss products nationally.

Shopko will stock the company's 30 Day Diet and 30 Night Diet, HCG1234, as well as its Green Coffee Bean Extract supplements.

Courtney Roundy, director of business development for Creative Bioscience said, "Shopko has stated that they want only the finest quality supplements in their stores, we've made that commitment to them and are excited to see our products on their shelves."



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Credit unions to merge

Goldenwest Credit Union and USU Charter Credit Union have announced their intent to merge. The partnership will bring about a financial institution with a combined 26 branches, \$985 million in assets, and more than 106,000 members.

Goldenwest, based in Ogden was founded in 1936 and operates in Weber, Morgan, Davis, Salt Lake, Utah and Washington counties. It has 89,000 members and \$845 million in assets. USU Charter was founded in 1957 on the campus of Utah State University and has 17,000 members,

"Goldenwest is the ideal strategic partner for us," stated David Butterfield, president and CEO of USU Charter. "Both credit unions are financially sound, our fields of membership are complementary to one another, and we share similar values for members, employees and the community."

USU Charter will maintain its familiar brand in Cache Valley, staying true to its roots as an affiliate of the university and will operate as a division of Goldenwest.

"It is important we retain our identity as a credit union that serves the students, faculty, staff and alumni of Utah State University," said Steve Carroll, chairman of USU Charter. "Our members have tremendous loyalty to the Utah State brand."

"Goldenwest has about 2,000 members who currently live in Cache and Box Elder Counties," commented Kerry H. Wahlen, president and CEO of Goldenwest. "We are excited to bring

these members added convenience by serving them in the five USU Credit Union branches."

USU members will enjoy all membership privileges at Goldenwest's 21 existing offices and be able to access their accounts at thousands of additional branches across the country through the shared branch network. USU members will have full access to Goldenwest's portfolio of products and services, including residential mortgages and commercial loans.

"This merger will provide tremendous value for our members, and in particular, USU students and alumni," added Butterfield. "With the expanded branch network throughout Utah and across the country, USU alumni can easily continue their relationship with our credit union should they leave Cache Valley after graduation."

As both credit unions are deemed financially secure, the merger is considered strategic in nature.

"We feel this partnership is win-win for both Goldenwest and USU credit unions," stated Bill Hart, chairman of Goldenwest. "We welcome USU members to our credit union family, and invite Goldenwest members to enjoy the added convenience of the five full-service USU branches in northern Utah."

The merger is subject to regulatory approval by the NCUA. The intended merger is expected to be completed in the fourth quarter of 2013.

C7 completes data center

C7 Data Centers, a Utah-based provider of data center colocation services, has announced the completion of its Granite Point data center. Granite Point is a tier 3, 65,000 square foot data center and office complex.

Granite Point was built, in part, because of its location in one of the lowest disaster risk areas in the United States.

On the completion of the facility, Wes Swenson, C7's CEO, said, "We are pleased to announce

the completion of our Granite Point facility in Bluffdale, and to add it to our family of data centers here in Utah. We have had an incredible reception to our high value, high density data center design and operations. We are proud that many local, national and international companies are choosing to trust C7 with some of their most valuable assets. The site has sold out as quickly as we built it, and the fill rate has exceeded our expectations."

Logan co. signs deal with NASA

North Logan-based GeoMet-Watch Corp. has announced it has entered into a Space Act Agreement with NASA to provide four years of Earth observation and weather data from its first Sounding and Tracking Observatory for Regional Meteorology (STORM) mission on board an Asia Satellite Telecommunications spacecraft. Planned for launch in 2016, the AsiaSat 9 satellite will host the first of six planned STORM sensors, which

will benefit NASA climate research by providing the national space agency with sophisticated and critical weather data not currently available.

The weather and atmospheric data produced by STORM will enable meteorologists to provide higher quality daily forecasts, predict severe weather and atmospheric instability more accurately, and improve location and storm tracking and analysis of the intensity of hurricanes and typhoons.



An autoclave stands at the ready at Exelis Aerostructures' new composite design and manufacturing facility near the Salt Lake City International Airport. The device is one of several in the now-operational 250,000-square-foot facility, which focuses on producing composite structures used in military and commercial aircraft.

ITT Exelis completes first phase of Salt Lake manufacturing center

ITT Exelis, a Virginia-based global aerospace, defense, information and technical services company, has completed the first phase of its expansion at its new composite design and manufacturing center in Salt Lake City.

The 250,000-square-foot facility, just west of the Salt Lake City International Airport at 5995 W. Amelia Earhart Dr., is now fully operational and working to meet the need for composite structures in military and commercial aircraft. The new facility can be expanded on either side to add about 300,000 more square feet, and marketplace and customer needs will determine whether future expansion occurs.

Since the August 2012 grand opening, Exelis Aerostructures has installed a 15-by-40-foot autoclave, two precision machining centers and an automated contour tape layer (ATL) that complements precision hand lay-up techniques and automated fiber placement. The ATL adds the capability of producing aircraft structures such as wing skins, horizontal stabilizers and fuselage panels for business jets and large commercial aircraft.

The company also has a 145,000-square-foot facility on Billy Mitchell Road where designing and manufacturing composite parts and integrated assemblies has occurred for more than

40 years.

Mike Blair, vice president and general manager of the Exelis Aerostructures business, said the company's employee total has doubled over the last few years. It has 475 workers now and expects to grow by about 100 employees each year.

Blair noted that a worldwide movement from metallic structures to composite structures has been driven by efficiencies. Composites are up to 30 percent lighter

than aluminum, allowing aircraft to get better fuel mileage.

ITT Exelis' expansion in Utah was advanced in June 2011 when the company received a tax credit approval from the Governor's Office of Economic Development (GOED) of nearly \$33.7 million over 15 years, tied to the potential creation of more than 2,700 jobs in Utah.

ITT Exelishas about 19,900 employees and generated sales of \$5.5 billion in 2012.

BBB warns of Florida yellow page company touting itself as 'local'

The Better Business Bureau of Utah is warning of a yellow page business contacting Utah businesses. According to a local business in Salt Lake City, Your Yellow Pages, located in Petersburg, Florida, is calling and representing themselves as the local yellow page directory company.

"BBB encourages businesses to always ask for details in writing when any business is selling you a product or service," says Jane Driggs, BBB of Utah president. "Don't provide information or a payment if you do not have anything in writing. Thoroughly

check out any organization that calls you, prior to agreeing to any purchase."

Your Yellow Pages has an F rating with the BBB in Clearwater, Florida. More than 50 complaints have been received by the BBB, none of which have been resolved, nor have they provided a response to consumers.

The BBB urges consumers to be on the alert and make sure that all employees are aware of this type of offer and suggests that all such calls be routed to one person or group of employees.

Utah's ski resorts don't shut down just because it's summer

Think Utah's ski resorts have shut down until next winter? Think again.

Most of the state's 14 ski resorts have special activities this summer, giving people a cool option if they want to escape the worst of Utah's summer heat.

Here is a rundown of events and activities under way this summer:

• **Alta:** Offering limited summer activities, Alta offers world-class hiking and biking trails. The Alta Lodge is open daily during the summer through mid-October for meetings, retreats, weddings and lodging. The dining room and deck are open for Sunday brunch and Saturday lunch. Continental breakfast is included with overnight lodging. New this summer at Alta, the Snowpine Lodge will be open and the room rate includes dinner and breakfast.

• **Beaver Mountain:** Located in Logan Canyon, Beaver Mountain rents its ski lodge for visitors, youth groups and family reunions throughout the summer. Also available through the resort are four-man tents, RV hook-ups

and a yurt.

• **Brian Head:** The mountain bike park, a central hub for biking, is accessible by the chair lift. The resort has many hiking trails, allowing a visitor to ride up the lift and hike down. The resort also offers an 18-hole disc golf course; the Brian Head Family Adventure, a self-guided interpretive and activity course along the Dixie National Forest's Vista Trail. The three-mile long trail contains areas for fossil excavation, panning for gold, cattle roping, pictograph painting and rock hounding.

• **Canyons Resort:** The summer features Canyons Bike Park and Zip Tour Adventure, an enhanced network of hiking trails, a pedal boat on an alpine lake, fireworks, concerts, fishing, an 18-hole putting course, disc golf, and "al fresco" dining from the Talisker Restaurant Collection. Canyons also hosts a weekly farmer's market every Wednesday at the base of the Cabriolet lift.

• **Deer Valley Resort:** Activities here range from lift-served hiking and mountain biking, chair lift rides, deckside dining at Royal

Street Café and Deer Valley Grocery/Café, and open-air concerts.

• **Eagle Point:** This resort is adding mountain biking, with access to nearby trails, and it continues to offer paintball and disc golf.

• **Park City Mountain Resort:** Summer options include dining at Crescent Burger and Legends Bar and Grill in the Resort Plaza. The resort also features the Alpine Coaster, hiking and biking trails and the Adventure Zone. It has added a new lift, Crescent Hi-Speed Quad, from its base area, giving hikers and bikers more convenient access to areas of the resort.

• **Snowbird:** The resort offers free outdoor movies and concerts, stargazing on Hidden Peak, a new Mountain Coaster, nine weekends of Oktoberfest, an aerial tram, alpine slide, bungee trampolines, a ropes course, climbing wall, air jumper, and children's inflatables. The Mountain Coaster and Peruvian Chairlift and Tunnel will open in July. Snowbird also offers mountain biking, hiking, horseback riding in Mineral Basin, fish-

ing in Austin Pond, horseshoes and tennis. Children can pan for gemstones in the Wasatch Mining Co. sluice daily on the Plaza Deck. Mountain bikes, mountain scooters, volleyball and horseshoe equipment may be rented from the Activity Center on the Plaza Deck. Events include the resort's annual Brewfest; free concerts every Saturday night as part of the Cool Air Concert series; Snowbird Family Flicks every Friday night; Stargazer astronomy lectures on Hidden Peak; and Oktoberfest in August, September and October.

• **Solitude:** The resort features lift-served biking, hiking and disc golf Fridays, Saturdays and Sundays. Scenic chairlift rides and up-lift for hiking and mountain biking takes place on Solitude's Sunrise triple chair. From there, visitors may explore miles of single track on Diggler scooters or mountain bikes. Solitude also has 18 holes of disc golf. On summer Saturdays and Sundays, brunch and dinner will be served at Honeycomb Grill or visitors may follow a guide on a short alpine hike to the Yurt at

Solitude, where a chef prepares a four-course meal.

• **Sundance:** Hiking and biking — accessible by lift — are complemented by scenic lift rides, horseback riding and fly fishing.

• **Snowbasin:** Rides are offered on Needles Gondola, and Needles Lodge serves snacks, drinks and a full lunch menu. Snowbasin continues to host Saturday Night mountaintop dining and Sunday entertainment and barbecues.

• **Utah Olympic Park:** Adventures Courses challenge guests to overcome fear, test their limits, and build skills as they weave through an intricate course of ropes and other features. The courses also can be rented for private gatherings. Guests may also take a ride down the Olympic track in a bobsled, ride a zipline, or take a scenic alpine slide ride along the Olympic ski jumps. The Flying Aces soar up to 60 feet in the air, while flipping and twisting on skis, during the Flying Ace All Star Freestyle Pool Show.

Herbert moves UCAIR to independence

Utah Governor Gary R. Herbert, together with air quality partners, has announced the transition of the Utah Clean Air Partnership (UCAIR) from a government entity to a non-profit, independent organization charged with uniting the air quality community and supporting innovative approaches to addressing air quality challenges.

"Today marks an exciting milestone for UCAIR as we begin the next steps in our statewide effort to improve air quality and in turn public health, economic stability and our way of life," said Herbert. "When we launched UCAIR in 2012 our vision was to bring air quality organizations from across the state together to work toward improving Utah's air. Today I am proud to report that this effort is moving forward thanks to the dedication and passion of these outstanding organizations."

Herbert also announced the selection of Shawni McAllister as the new executive director of

UCAIR. McAllister is charged with taking the lead of UCAIR as it works side-by-side with its partners to improve air quality in the state.

"UCAIR was created to make it easier for individuals, businesses and communities to make small changes to improve Utah's air," said McAllister. "Our vision of UCAIR is to provide a table where all partners can combine their knowledge and capabilities to coordinate messages, share data, identify and support innovative strategies and work together to strengthen air quality efforts."

UCAIR board member, Dr. Robert Paine of the University of Utah, announced a new UCAIR grants and loans program, established to encourage business, government and non-profit organizations to invest in emissions-reducing and energy efficient technology.

"The UCAIR grants and loans program will encourage creative thinking and will be based on solid data that can show actual

pollution reduction," said Paine. "We will begin the selection process for the first grant applications later this summer."

UCAIR is partnership designed to bring business, industry, non-profit, education and government together with one goal in mind — improving Utah's air.

Engineers

Fresenius USA Manufacturing, Inc., and FMC co. has openings in Ogden, UT. Job ID: 130002B4 Quality Engineering Engineer: process & validation methods + audits, data collection & analysis--2% travel in US/Canada/Mexico. Job ID:130009MF Sr. Process Quality Engineer/Supervisor: analyze processes, audit process & operator activities. Submit resume at www.fmcna.com through Job ID of interest. EOE

Hinto buys Utah gas wells

Hinto Energy Inc. of Arvada, Colo. has acquired a 100 percent working interest in nine natural gas wells and approximately 4,400 gross leased acres in the Cisco Springs oil and gas field in the Uintah Basin of Grand County from Pride Ventures. The company is planning to connect the gas wells of its other Cisco holdings

into the newly acquired local gas gathering system, as soon as proper testing and evaluation is completed.

In addition to existing production and rework opportunities, Hinto believes the leases acquired provide significant potential for drilling additional oil and gas wells.

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Industry Briefs

CONSTRUCTION

• **Henry Walker Homes** has begun construction on a 154-unit townhome community called Villages at Westridge in West Valley City. Located at 5315 S. and 5600 W., the development is designed to provide compatible land uses including housing, recreation and open space. Walker will offer four unique construction plans with townhomes ranging from 870 to 1,390 total square feet and priced in the mid \$100's. "Henry Walker Homes is focused on providing quality homes which includes the features buyers desire and that are priced for today's market," said John Stubbs, president of Henry Walker Homes. "We recognize that flexibility, efficiency, livability and curb appeal, found in Villages at Westridge, is exactly what people are looking for in a home builder."

HEALTH CARE

• **Dr. Scott Robbins**, a family medicine physician, has joined **Western Hills Medical Clinic**, 5255 S. 4015 W., Suite 206, in Taylorsville. The new clinic is a member of Physician Group of Utah. Robbins earned his medical degree from Arizona College

of Osteopathic Medicine of Midwestern University. He completed a residency at the Trinity Bettendorf Family Medicine and Osteopathic Manipulation program. Robbins' areas of special interest include children's health and development, adult medicine and diabetes management.

• **Kendall A. Grose, DO**, a specialist in pain management, physical medicine and rehabilitation, has joined **Jordan Valley Neurology Associates** in West Jordan, a member practice of Physician Group of Utah. Dr. Grose earned his medical degree from Kansas City University of Medicine and Biosciences followed by an internship with Michigan State University at Henry Ford Hospital. He then completed a residency in Physical Medicine and Rehabilitation with Wayne State University at Detroit Medical Center.

INSURANCE

• **Merrilee Robbins**, has been hired by **The Buckner Company** as a senior account executive in its trucking insurance division. Robbins will work from the firm's Ogden, Utah office. Having spent 23 years in the insurance industry prior to joining The Buckner Company, and 16 years as a truck-

ing specialist, Robbins brings with her experience and expertise needed for the role she will be filling. "Merrilee comes so highly recommended. We know that her work history makes her a perfect fit for our firm," said Terry Buckner, President and CEO of The Buckner Company. "I love working with my trucking clients. I am very lucky to be able to say that I love my job and am excited for the opportunity to be part of The Buckner Company," said Robbins.

LAW

• **Parsons Behle & Latimer** has hired **Nick Greenwood** as a member of its Corporate Transactions and Securities Department in the firm's Salt Lake City office.



Nick Greenwood

Greenwood represents clients in a variety of business matters, including corporate formation; debt and equity financings; corporate governance; mergers and acquisitions; all aspects of securities law, including compliance and regulatory filings; corporate restructurings; corporate audits; venture capital and startup issues; intellectual property licens-

ing and contracts; and drafting and negotiating supply and other business contracts. Greenwood previously practiced with Gibson Dunn & Crutcher in New York City and Los Angeles. He graduated in 2005 with a J.D and M.B.A. from Columbia Law School and is a 1999 graduate from George Washington University with a bachelor's degree.

• Utah law firm **Jones Waldo** has designated **Matthew L. Mitton** as chairman of the firm's business department. Two board committees have also recently introduced new leadership including **Robinson (Rob) M. Alston's** appointment as board secretary making him a member of the firm's executive committee, and **Kyle V. Leishman's** appointment as the chair of the business development committee. Mitton is a graduate of BYU's J. Rueben Clark School of Law and is a member of the American Academy of Estate Planning and National Academy of Elder Law Attorneys. Alston graduated from the S.J. Quinney College of Law at the UofU and leads three of Jones Waldo's practice groups: Joint Ventures and Strategic Alliances, Mergers and Acquisitions and Technology. Leishman is also a graduate of the S.J. Quinney College of Law.

health education from Utah State University, and worked for the Utah Department of Health prior to Crowell as a spokeswoman and social marketer. Brandhive specializes in natural, sustainable and organic products.

RESTAURANTS

• **The Trio Restaurant Group** has opened a fourth eatery, at 3158 E. 6200 S., Holladay. **Luna Blanca Tacqueria** will focus on serving fresh, from-scratch Mexican food. Menu items include the roasted mushroom quesadilla (\$6), charred street corn (\$3), fish tacos (\$3.75), and house-fried chips and salsa (\$3) are made from locally-sourced, never frozen and organic ingredients whenever possible. The restaurant founders are **Mikel Trapp** and **Steve Urry**. Trapp has owned and operated Trio, Trio Cottonwood and Fresco Italian Café throughout the past 10 years. Urry is the president and CEO of Synergy Development Group, a developer of commercial real estate in the western United States. The leadership team is rounded-out by operations manager **Bret Johnson**, whose lifelong career in the restaurant industry includes roles as director of restaurants at the Stein Ericksen Lodge and director of food and beverage at Snowbird, and head chef **Jon West**. Trio Restaurant Group also operates Café Trio downtown, 680 S. 900 E.; Café Trio Cottonwood, 6405 S. 3000 E.; and Fresco Italian Café, 1530 S. 1500 E.

RETAIL

• **Ogio**, a designer of golf bags, apparel and accessories, has hired **Peter Woolf** for its sales management team. Woolf has 21 years of experience in sales, brand development, relationship maintenance and growth forecasting in the sporting goods industry. Prior to Ogio, Woolf



Peter Woolf

was the national account manager and sales manager at Callaway Golf. He also spent two years with Callaway as a strategic account manager and 12 years as an inside sales representative.

SERVICES

• **Guild Mortgage Co.** has a new location at 175 N. Main St., No. 204, Heber City. The satellite branch expands the company's presence in the greater Salt Lake City area and will be led by Heber Valley resident **Tom Stone**. A loan office, Stone has been in the mortgage business in the Heber Valley for more than 18 years. Prior

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MEDIA/MARKETING

• **BrandHive**, a marketing firm based in Salt Lake City, has hired **Anna West** for its public relations team. West comes to BrandHive after more than seven years working for Crowell Advertising, where she focused on consumer PR for health care, tourism, retail, sports, arts, entertainment and nonprofit brands. West holds an M.S. in



Anna West

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Legal Matters

Importance of choosing a strong trademark for your business

Choosing brand names and logos for your business and its products or services is a critical process for your business. Choosing the wrong name can create a very expensive problem. It is extremely frustrating for business owners to spend a considerable amount of money and time in building a profitable name, only to be forced to change the name and rebrand because another company first used a confusingly similar name.



Casey Jones

Names cannot be merely generic or descriptive of the goods or services. They must be arbitrary and fanciful or suggestive. For example, the name "Apple" used with computers is arbitrary because fruit are not related to computers. Therefore, Apple is a strong name and easy to protect with respect to computers, for the same reason that Nike and Google are strong marks. In contrast, "Apple" cannot be registered if it relates to a business of growing or distributing apples because it is descriptive of the product. Remember, the more arbitrary the name, the stronger the trademark.

Trademarks must be distinctive. Do not copy. Be original. Choose a unique name. For example, you couldn't open up an ice cream shop and call it Ben & Jerry's, or even Ben & Harry's, without shortly receiving a cease and desist letter containing a threat of a trademark infringement lawsuit. I include "Ben & Harry's" to make a very important point. Trademark infringement does

not require the name to be exactly identical. It only has to be similar enough to cause a "likelihood of confusion" for consumers. You do not want to be involved in a trademark infringement lawsuit. Trademark litigation is expensive and can result in injunctions and hefty penalties against trademark infringers.

So how do you avoid trademark infringement?

After you have chosen a name, the uniqueness of your name may be verified by conducting a trademark search. The obvious first place to search for a similar name is any online search engine. Take time to conduct an exhaustive on-

line search for identical or similar names. In addition, you should search the trademark database United States Patent and Trademark Office's (USPTO) website (uspto.gov) for similar pending and registered trademarks.

To prevail on a trademark infringement lawsuit, a plaintiff must prove that the defendant's use of the mark would likely cause confusion as to the origin or sponsorship of the defendant's goods with plaintiff's goods. What constitutes a likelihood of confusion? This is not a black and white question. Courts consider a number of different factors to determine whether there is a likelihood of confusion, including but not limited to, similarity of the names, similarity of the goods and/or services, and similarity of channels of trade. Different (unrelated) goods with the same mark may be registered. For example, the trademark "Lucent" may be registered by a telecommunications services company and "Lucent" may also be registered by a floor wax company. There is not a likelihood of confusion because the goods/services provided by the two compa-

nies are completely unrelated.

Due to the complexity of the search and the great potential for liability, I recommend consulting with a trademark lawyer to conduct the search and analysis for you.

Should you trademark your business name?

A trademark typically protects brand names and logos associated with goods and services. Registration of your name is not required. You can establish rights in your name based on use of the name in commerce, without a registration. However, having your name registered provides a number of advantages, including: public notice of your claim of ownership of the name; a legal presumption of your ownership of the name and your exclusive right to use the name nationwide on or in connection with the goods/services listed in the registration; the ability to bring an action concerning the name in federal court; the right to use the federal registration symbol ®; and the use of the U.S. registration as a basis to obtain registration in foreign countries.

You can file for a trademark

registration online at www.uspto.gov. The filing fee for most applications is \$325. Although not required, I recommend using an experienced trademark attorney to file your trademark application. A properly registered trademark can make a big difference in protecting your name from competitors.

If you own a trademark, you must maintain it. Renewals must be filed after the first five and 10 year period after registration and every 10 years thereafter. You must also use the mark after it is registered, or you will lose it. In addition, you must re-file every time your use of the trademark changes. Further, a good practice is to identify the trademark in distinctive text (color, font, caps, etc.) and mark the trademark with a ® for federally registered trademarks and ™ for other trademarks.

So remember that your business name can create great wealth or great problems. Take the time necessary to ensure that your name is distinctive and unique.

Casey Jones is an associate at the Hanni and Strong Law in Salt Lake City where he specializes in trademark and corporate law.



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LAW FIRM

STEM CENTER

from P. 1

tive focuses on students acquiring the critical workforce competencies needed for today's jobs.

The newly created STEM Action Center in the Governor's Office of Economic Development (GOED) has been formed to facilitate this training in our schools.

"As we compete in what is now a global economy, education will be the key and the catalyst that sets Utah apart," Governor Gary R. Herbert said. "An education system that aligns perfectly with the needs of the marketplace will do wonders in spurring economic growth and innovation. This is the focus of my plan for 66 percent by 2020 and we are on pace to achieve it."

So what is STEM education, and why is it so important?

Reading, writing, and critical thinking skills become the lens for STEM education. All subjects are woven together to ensure consistency. STEM education will be implemented throughout the Utah education system, and will safeguard our states future as a leader

in science and technology-based jobs.

A study by Georgetown University's Center on Education and the Workforce projected that by the year 2018, roughly 66 percent of Utah jobs will require post-secondary training. This study spawned the vision for Prosperity 2020, a multi-agency, state-wide goal of helping 66 percent of Utahns achieve post-secondary certificates and 90 percent of elementary students gain proficiency in reading and math.

While those goals will be years in the making, a third goal has immediate potential: the establishment of the STEM Action Center.

How will STEM education be incorporated throughout the state?

The STEM Action Center will leverage a \$10 million investment by the State to create a hub of collaboration to improve the effectiveness of all STEM Action Center partners.

The STEM Action Center has a three-fold purpose:

1. Create awareness regarding the importance of STEM education

2. Influence training not only for students but also for educators

3. Serve as a resource to the business community where business and education come together

How will the STEM Action Center transform STEM education?

The STEM Action Center will guarantee educators access to the latest "best practice" learning tools, and support in promoting STEM instruction, competitions, fairs and camps.

Transforming the student experience will facilitate participation in interscholastic STEM activities, coordination and research of best education practices.

The Center will involve parents, media officials and private industry leaders to provide support, mentoring and attention to STEM integration.

In short, the state intends to transform workforce development by aligning industry needs with higher education and public education best practices.

STEM in Action

Several school districts in Utah have begun to initiate STEM education into their curriculum.

Westridge Elementary of the

Provo City School District implemented STEM education in their 4th grade classes during this past school year, and have reported great success. The overall consensus from students and parents was excitement for STEM.

To lay the groundwork for the STEM implementation, a partnership with professors from local universities was built to provide increased support and education for the Westridge teachers. These professors worked with the staff to build STEM content knowledge. As the teachers gain a greater understanding of the content, their students are able to learn and apply these STEM skills more rapidly.

The Westridge 4th grade implementation of STEM was such a success that 5th grade classes will be added to STEM program this August, and 6th grade will be added the following year.

Shanna Ballard is the facilitator and STEM coordinator at Westridge Elementary. Ms. Ballard explained that many students who engaged in STEM education showed increased excitement about coming to school each day to see what new projects they would be working on. One of the biggest

projects the students had this year was building bridges out of wood.

Westridge Elementary is a great leader in STEM education for the state and is an example of the level of student engagement that can be encouraged through STEM education.

STEM education will build the workforce of the future.

Utah's population by percentage is the youngest in the country. As the state reaches the goals set by Prosperity 2020, this young population can be deployed as the best-educated workforce in the country, helping Utah achieve enduring prosperity. As a result, Utah can continue to be a brightly shining leader in the nation.

Whether engineering, software development, life science or cutting-edge composite manufacturing, many industries are built on the foundations of STEM. Utah is prepared to staff and grow the critical industries that are defining the future economy. As we focus on preparing the youth of today to become the workforce of tomorrow, we are ensuring a bright future for Utah's children.

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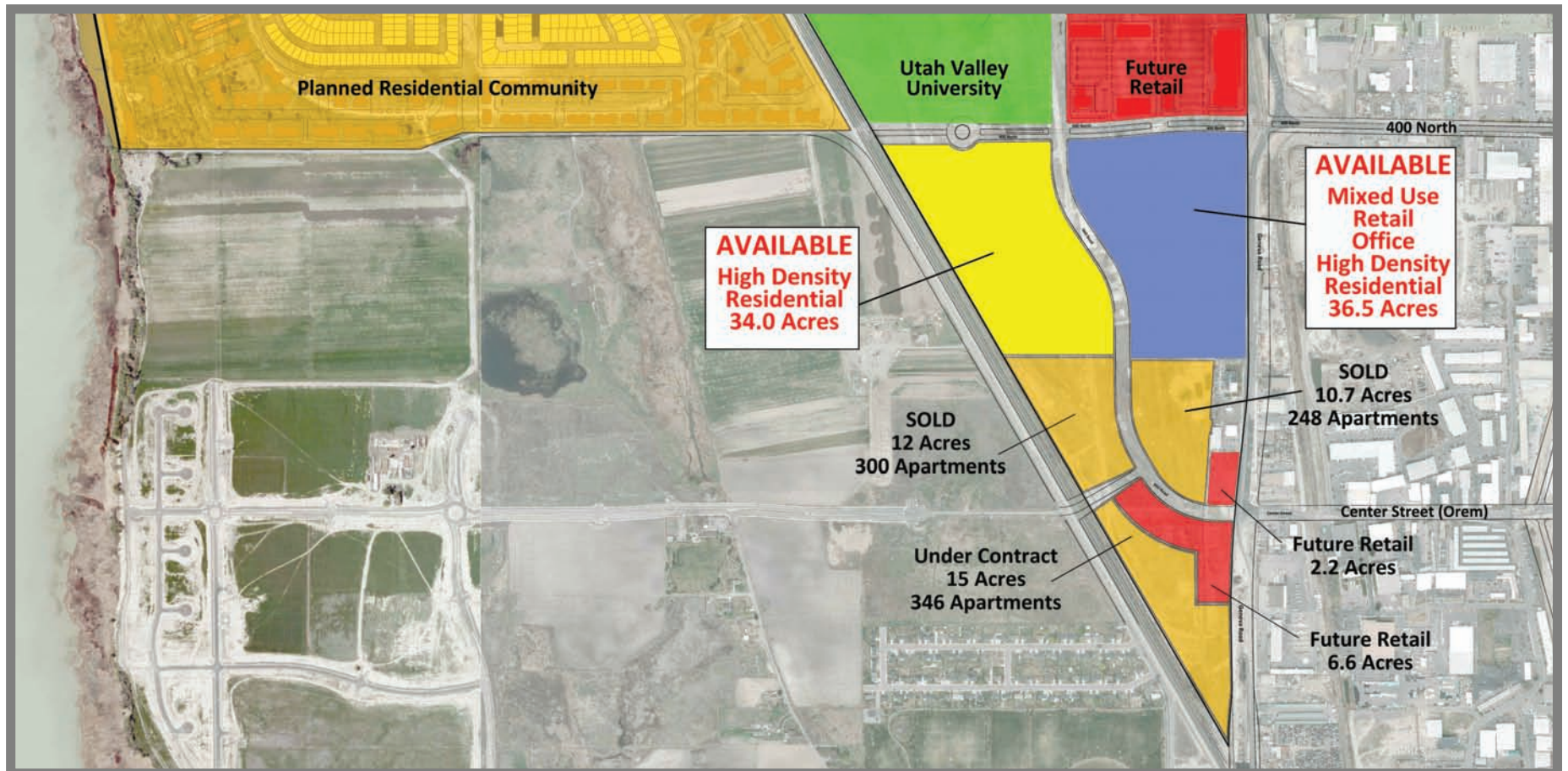
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Harris to head UofU MBA program

The David Eccles School of Business at the University of Utah has hired entrepreneur and educator Dave Harris as its new director of the full-time MBA program after an extensive national search.

Prior to joining the David Eccles School of Business, Harris founded University Prep Cafe, an Oklahoma City-based college and career readiness company, for which he also served as CEO. The company's programs are offered throughout the United States. Harris has more than 24 years of experience in higher education, including his tenure as president of Robert B. Miller College in Michigan between 2009 and 2012. During his time at the school, enrollment grew by more than 43 percent.

"With Dave's exceptional skills and experience, I have little doubt he will build on the four pillars of our MBA program -- explore and transform, build community, engage intellectually, and think big -- to successfully

lead our program to even greater national prominence," said Dr. Christine Botosan, associate dean of graduate affairs, in announcing Harris' hiring.

In discussing his excitement in taking over as director of the full-time MBA program, Harris cited the University of Utah's "genuine concern for students and commitment to increasing organizational diversity" as major contributors to his interest in the job. "I have had the opportunity to serve in senior-level leadership positions in both the corporate and educational sectors, and I believe my corporate and higher education experiences will add value to students as the MBA program expands its global opportunities for students," Harris said.

Harris earned his doctorate of jurisprudence and a master's degree in management from Willamette University in Salem, Oregon, and a bachelor of arts degree from the University of Washington.

CFU receives Daniels grant

The Community Foundation of Utah has received a \$10,000 Daniels Fund grant to support the Utah Social Enterprise Collaborative.

The Utah Social Enterprise Collaborative is a growing network of 202 nonprofit organizations, social purpose businesses, grant makers, lenders and investors, educators, corporations, and individuals dedicated building and supporting social enterprise in Utah.

"The Social Enterprise Collaborative was formed to find sustainable and innovative solutions

to the social and economic challenges facing Utah. This grant will help the Community Foundation of Utah foster enterprises that increase employment for Utahns with life challenges, reduce the dependence of nonprofits on annual giving, and provide a social and economic return on investment," said Fraser Nelson, executive director. Bill Daniels, a pioneer in cable television, established the Daniels Fund to provide grants and scholarships in Colorado, New Mexico, Utah, and Wyoming.

COAL MINES from P. 6

wall operation and opened in 1998. Sixty percent of Bowie's production and remaining reserves are committed to the Tennessee Valley Authority under a long term favorably priced contract. The bulk of Canyon Fuel coal is committed to domestic power generation. Bowie plans to keep the existing 725-person workforce in place at the Canyon Fuel operations.

"The sale of our Utah operations is consistent with our previously announced plan to unlock value for our shareholders by divesting certain non-core thermal coal assets," said John W. Eaves, Arch's president and CEO. "As part of our strategy, we have been diligently focused on optimizing our asset base, expanding our coal export network, reducing our discretionary capital spending and realigning our portfolio for growth.

With this transaction, we're delivering on a number of these initiatives while also enhancing our financial flexibility."

"Our Utah operations have generated more than \$600 million in free cash flow for Arch since 1998 and have created significant value for our company. But we believe that monetizing these assets now, before investing meaningful additional capital, is the right course of action for our shareholders," add Eaves

Bowie has obtained a committed financing arrangement, led by Morgan Stanley Senior Funding Inc. and Deutsche Bank AG New York Branch, to fund the transaction. The Galena Private Equity Resource Fund will provide equity financing for the transaction through an investment in BRP. Consummation of the transaction is subject to certain governmental and regulatory conditions and approvals and other customary conditions.

Calendar

• July 10, 9 a.m. and 1 p.m.: **“Healthcare Reform: Updates and Preparation Strategies,”** presented by Moreton & Co. Two identical sessions (morning and afternoon) are offered. In-house compliance counsel Carolyn Cox will discuss recently released Affordable Care Act guidance, including employee change notice, waiting periods, wellness incentives and affordability, and 2014 SBC changes. Cox also will review pay-or-play requirements and preparation strategies. Location is Mountain America Credit Union’s Tanner Building Auditorium, 7167 S. Center Park Drive, West Jordan. Free, although RSVPs are required by July 8. RSVPs can be completed by emailing reservations@moreton.com. Questions for Cox may be submitted with RSVPs. Details are available by calling Nancy Tree at (801) 715-7029.

• July 10, 9-11:30 a.m.: **“Opportunity to Access Support For Expansion into Emerging Markets”** seminar, hosted by the Overseas Private Investment Corp. (OPIC) and World Trade Center Utah. Event will outline the innovative financial tools – among them financing and political risk insurance – that OPIC has used for more than 40 years to help U.S. businesses successfully invest in emerging markets.

It also will feature detailed guidance on applying for OPIC support. Seminar is part of OPIC’s “Expanding Horizons” outreach program. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Free. Details and registration are at <http://www.wtcutah.com/events/>.

• July 11, 3-5 p.m.: **“More PR For Every Business: It’s Not As Hard As You Think,”** an event sponsored by the Utah Technology Council (UTC). Representatives of Snapp Conner PR will provide a set of case studies, tips and easy-to-use examples of PR strategies every company can employ with or without the help of a PR agency. Topics include “Content Creation and Promotion,” “Effective Press Releases for the New Era of PR,” “Using Quality PR to Drive SEO,” “Blogging Strategies and the Power of Guest Posts,” “Social Media Strategies” and “Easy Methods for Obtaining the Analytics that Count.” Location is Instructure, 6330 S. 3000 E., Suite 700, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details and registration are available at <http://www.utahtech.org/events/> or (801) 568-3500.

• July 17, 8:30 a.m.-4:30 p.m.: **“How to Start and Operate a New Business,”** presented by

Salt Lake SCORE. Workshop will cover six topics: writing a business plan, marketing, legal business entities, financing, recordkeeping and taxes, and commercial insurance. Location is the Salt Lake County Government Complex, South Building Room 1010, 2001 S. State St., Salt Lake City. Free. Details are at saltlake.score.org/.

• July 17, 5:30-8 p.m.: **“How to Form an LLC,”** presented by Salt Lake SCORE. John Parsons, a business attorney, will discuss how to complete the paperwork to register a Limited Liability Company and what must be done to ensure the liability protection offered by an LLC is not accidentally lost. Location is Parsons Kinghorn Harris, 111 E. Broadway (corner of 300 South and State Street), 11th floor, Salt Lake City. Cost is \$85. Details are at saltlake.score.org/.

• July 31-Aug. 3: **Outdoor Retailer Summer Market** trade-show, a gathering of retailers, manufacturers, industry advocates and media in the outdoor recreation industry. Produced by Nielsen Expositions. Location is the Salt Palace Convention Center, Salt Lake City. Details are at www.outdoorretailer.com.

• Aug. 15, 5:30-8 p.m.: **13th Annual Women in Business Summer Social**, presented by

the Salt Lake Chamber Business Women’s Forum and Questar Corp. There will be hors d’oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is \$50 until July 15, \$65 thereafter. Event silent auction donations are being accepted, as well as sponsorships. Learn more at www.slchamber.com/summersocial.

• Sept. 8-11: **2013 Material Handling & Logistics Conference**, sponsored by engineering company Dematic. Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at www.mhlc.com or by contacting Cheryl Falk at cheryl.falk@dematic.com or (262) 860-6715.

• Sept. 10-12: **PERS (Personal Emergency Response System) Summit**, presented by alarm monitoring company AvantGuard, based in Ogden. Event will provide alarm dealers with the information and tools they need to successfully market and manage

their PERS businesses. Keynote speakers will be Elizabeth Smart, an abduction survivor and strong supporter of alarm monitoring for homes; and Kristin Simmons, partner and customer experience architect at Lightswitch. Location is Deer Valley Resort, Park City. Registration is \$350 for AvantGuard dealers and \$450 for non-dealers and vendors. Registration is at perssummit.com.

• 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. 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.

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Who is taking the responsibility around here? Nobody!

With all the dumb laws on the books these days, you'd think they'd have one smart one for *taking responsibility*.

Wouldn't it be cool if every politician wasn't allowed to blame anybody else, and had to take full responsibility for his own actions and results?

Well, the same is true in sales.

I'm pretty sick of salespeople still telling me, "the guy said he wasn't interested" and "the guy is happy with his present supplier" and "the guy won't set an appointment with me" and, my all-time favorite, "the guy wouldn't return my call."

As you read those excuses, they seem kind of lame don't they? Wait! Are they lame? Or are they pathetic excuses for poor salesmanship, poor preparation, lack of ability to transfer a passionate message, lack of belief in your own product or company, lack of perceived value, inability to differentiate yourself from your competitor, and most important, lack of proof?

Whether you're in politics or sales, the burden is the same: take responsibility for all that happens. And if it's not happening in the best way possible, take responsibility to make it happen in a better way.

It's funny how you can picture responsibility and blame in terms of a politician. *I mean, come on!* Can you imagine a politician saying, "The bill didn't pass and it was all my fault." Could you ever imagine that in your lifetime?

That's why I want taking responsibility to be a law. If it was a law, everyone would be forced to tell the truth, admit their shortcomings, and go back into the battleground and return with a winning result. Politicians included.

Aren't you sick of blaming? Aren't you sick of politicians blaming each other ad nauseam for what the other guy didn't do? Isn't there a biblical phrase that begins,

"Let he who was without sin cast the first stone"? I think if it were law, there would be a lot less stone casting, and a lot more people taking responsibility to make something happen.

Let's get back to the objection of not getting your call returned. When I hear a salesperson say, "The guy wouldn't return my call," I really want to punch somebody in the face (gently, of course).

Let's take a look at the real reasons someone won't return your call to help you understand the difference between blaming and taking responsibility:

1. The message you left had no value.
2. The customer has no intention of buying from you and just doesn't want to tell you.
3. The customer is not ready to buy yet and was too busy with their stuff to deal with you and your stuff.
4. The customer does not consider you a value provider, and is out there looking for one.
5. The customer does not perceive you as being genuine.
6. You are unaware of the customer's motive to buy, and as a result have a hard time perceiving what their urgency is. Better stated: you don't know why or when they intend to purchase.
7. The customer is still shopping.
8. You failed to connect emotionally or intellectually with the customer, and they would rather not do business with you.



Jeffrey Gitomer

see **GITOMER** next page



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- Upon purchase or renewal of LoyalTee Discount Card receive a certificate for either one (1) free 9-hole single cart rental or one (1) free large bucket of range balls.

Purchase at any Salt Lake City golf course. Visit slc-golf.com or call 801-485-7730 for more information on the Salt Lake City Golf LoyalTee Discount Card.

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GITOMER*from previous page*

9. You failed to offer enough proof to eliminate risk and create peace of mind.

9.5 The customer has decided to buy from someone else and feels no sense of obligation to inform you of their decision.

Those are accurate descriptions of some of the real reasons why. "The guy would not return my call," is not a problem. It's a symptom. "Why" the guy would not return my call is the issue. If I can find out why, and correct it, then more *if not all* of my calls will begin to be returned.

Wow! What a concept.

Here are three new ways of thinking:

- I'm going to uncover my customer's intentions and motives for purchase.

- I'm going to share with him or her how they produce more and profit more after purchase.

- I'm going to bring in several of our existing customers who will do video testimonials to corroborate my claims.

A "taking responsibility" law could revolutionize this country.

Can you imagine a politician actually having to tell the truth instead of blaming something or someone else?

For the past 100 years, it's been the same in sales. Salespeople and sales trainers conveniently called reasons for not buying, or not communicating, "objections," thereby shifting the blame to the customer.

HERE'S THE REALITY: There are no objections.

There are barriers. There are symptoms. There are circumstances. But there are no objections. And all of those barriers, symptoms, and circumstances would disappear if the salesperson takes responsibility, studies the outcome, and implements a better way.

Or you can just blame and whine.

Like a politician.

Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling. His forthcoming book, 21.5 Unbreakable Laws of Selling, will be available September 3. Get details at www.gitomer.com.

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for small and medium-size companies and their owners as well as high net worth individuals. He received a bachelor's degree from Utah Valley University and a Masters of Accountancy from the University of Utah in 2010.

- **CareCloud**, a provider of cloud-based practice management, electronic health records and medical billing software and services, has hired **Paul Henry** as its new vice president of small group sales. Henry, a member of CareCloud's leadership team, also will manage the company's new Salt Lake City office. He has more than 20 years of sales and operational experience and joined CareCloud from ADP/Advanced MD, where he was vice president of practice direct sales. He also served in various sales leadership roles for JobFox and ran a sales force within the staffing vertical at Monster.com.

TECHNOLOGY/LIFE SCIENCES

- **Park City Group** has announced **Janet Carter Smith** is joining the company. A consumer packaged goods industry veteran, she will serve as senior vice president, market development, with responsibility for developing business solutions, consulting and expanding efforts in market development. Carter Smith spent more than 17 years at GlaxoSmithKline Consumer Healthcare, most recently serving as vice president, corporate development.



The tools of the trade

I am pretty sure if you placed an expensive paint brush in my hand and provided the nicest canvas available I could still not produce a recognizable portrait. Hammers and chisels in the right hands can create a sculptural masterpiece out of marble, but to others these tools may be limited to breaking up a concrete driveway. In the past tools were an asset to a craftsman or professional to create or accomplish wonderful things. These same tools to the amateur or non-craftsman were simply used as a better means to accomplish a task. In the wrong hands some tools can even be dangerous and risky.

Some tools can seemingly equalize the talents of the user. A camera can take the same quality of picture no matter who presses the shutter. A calculator will produce the same answer independent of who inputs the mathematical equation. Over time society places value on each user and appreciates the talents of the individual handling such a tool. Rarely is this

more evident than in sports. Bats, clubs, rackets and balls are tools that can bring much more value if used correctly and at a high skill level.

The potential danger now exists with the emergence of tools that make judgment decisions.

Computers have made a significant impact in the practices of structural engineers. They enable us to do things now that a generation ago was unimaginable. One would think our current abilities to be exact-ly precise would be a good thing. Certainly the computer will not make a mistake in math. And certainly there is little reason for practical experience if it can be circumvented through the purchase of expensive software.

I am sure you each may find similar scenarios as you compare your profession to what we are faced with in the structural engineering community. Software is available that can tell the user what beam to use, what size column and how much reinforcing a concrete floor may need. Without practical

reason the software will suggest the engineer select the smallest beam that will not fail. Ta Da!

My wife is the smartest person I know. I am pretty sure that within a few hours I could instruct her to successfully navigate some of the available structural software on the market. This is a tool in the wrong hands. Structural engineering more than any other engineering discipline is highly dependent upon experience. Our profession does not change as fast as the more volatile and evolving mechanical and electrical fields. Our tools should carefully assist us in our individual ability and desire to create and compliment the entire design process. There is no experience "variable" in software.

Put a pencil, straight edge and paper in front of me and I can do my thing. I am grateful that people smarter than me have developed tools that help me do what I do more efficiently and profitably. Still the best tool we have we were born with and it further develops with experience.



Ronald Dunn

BRIEFS*from P. 6*

to joining Guild, he was with Graystone Mortgage for 10 years. Stone is joined by **Misty Givens**, loan officer assistant, and **Margo Dillingham**, processor. The three have worked together for more than 15 years and have combined industry experience of more than 40 years. Founded in 1960, Guild Mortgage has more than 170 branch and satellite offices in 16 states.

- **Jason Hunter**, tax manager at **Mantyla McReynolds**, has been selected as one of 38 young CPAs to participate in the American Institute of CPA's fifth annual **Leadership Academy** in Durham, N.C., this fall. Academy participants will learn leadership theory and strategic planning techniques while developing tools for handling complex management challenges. Leadership Academy participants, all under age 36, will discuss pressing issues facing CPAs and the accounting profession with some of the profession's most influential leaders, including AICPA chairman Richard Caturano and Barry Melancon, CPA and the institute's president and CEO. The institute selected academy attendees from more than 120 candidates recommended by their employers, state CPA societies or both. Hunter started with Mantyla McReynolds in 2007 and specializes in tax planning and strategy

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Ask the Newspaper Guy – practical help with business communications

Communication in the modern business world is a lot different from the way it used to be. If you haven't figured out email, Twitter or the office OS by now, there's not much I can do to help you in a newspaper column.

But we all still employ the good old English language. If you hadn't noticed, even that is fraught with mine fields.

That's where I come in.

After all these years in the news business (no, I'm not telling you how many), I've come across just about everything — and it just wouldn't be fair to not share all this acquired wisdom with the faithful *Enterprise* readers.

Therefore, today marks the inaugural installment of an occasional feature I'm going to call, "Ask the Newspaper Guy." Herein I will respond to questions from you, the reader, about this wonderful language we all speak — and most of us butcher from time to time. Grammar, syntax, usage, spelling, vocabulary and even punctuation — they're all on the table.



John M. Rogers

So, let's get started.

Question: Our first question comes from Sandy R., the bookkeeper at a Draper wholesale scrapbook supply house. She writes, "One of our accounts in Mississippi has fallen way behind paying its bill, and when I called the other day the lady said, 'We gwine be sending y'all a check perty soon now.' What's gwine?"

Answer: Don't you just love the way them thar Southerners talk? Well, Sandy, you ran smack dab into the *future perfect predicament* tense of the verb "gonna." Let me boil it down for you. You're not gwine be using that Mississippi money for the payroll anytime soon.

Q: This one comes from a call center supervisor in West Valley. "We had a big debate in our management meeting this morning about whether our hold message should say, 'Your call is *extremely* important to us,' or 'Your call is *very* important to us.' What do you think?"

A: Someone will answer your question

momentarily.

Q: Bob J. is an insurance analyst in Ogden and he writes, "It happened again this morning. I answered the phone and the GUY CALLING ME asks, 'Who is this?' It happens all the time. Isn't this rude?"

A: I'll say it is! What terrible grammar. But, then, a lot of people misuse the pre-emptive pronoun in the lactative tense. What he should have said is, "Whom is this?" or in a more formal sense, "Just whom the heck did I call, anyway?"

Q: A common usage question was posed by Teri, a downtown Salt Lake paralegal: "Is there an easy way to remember when to use 'principle' and when to use 'principal'?"

A: Sure. Just remember that "principal" ends in p-a-l and "principle" doesn't. If this little memory device doesn't work for you, join the club.

Q: From sales trainer Buzz L. in Bountiful comes this one: "I see the word 'synergy' used a lot and would like to work it into my presentations. What does it mean?"

A: "Synergy" is one of those *de vogue* buzzwords used by business professionals

that signify they have run out of words to use. When they are really at a loss out comes "a paradigm of synergy."

Was that helpful?

I've also decided that each edition of "Ask the Newspaper Guy" will end with a gem or two from my vast collection — personally amassed by me since newspapers were composed in hot lead — of screw-ups and faux pas found in the pages of publications nationwide.

I found this nugget in about 2005 in *USA Today* quoting a noted shark expert: "To have shark attacks on people you have to have people together with sharks in the water."

And a 1999 headline from a local daily that will remain unnamed: "Most Earthquake Damage Caused by Shaking."

A quick session with the "Newspaper Guy" could have prevented these problems, don't you agree?

If you have a communication problem and think "Newspaper Guy" can help, just email me. john@slenterprise.com

Here's help with understanding the mindset of the left

When teenage thugs are called "troubled youth" by people on the political left, that tells us more about the mindset of the left than about these young hoodlums.

Seldom is there a speck of evidence that the thugs are troubled, and often there is ample evidence that they are in fact enjoying themselves, as they create trouble and dangers for others.

Why then the built-in excuse, when juvenile hoodlums are called "troubled youth" and mass murderers are just assumed to be "insane"?

At least as far back as the 18th century, the left has struggled to avoid facing the plain fact of evil — that some people simply choose to do things that they know to be wrong when they do them. Every kind of excuse, from poverty to an unhappy childhood, is used by the left to explain and excuse evil.

All the people who have come out of poverty or unhappy childhoods, or both, and become decent and productive human beings, are ignored. So are the evils committed by people raised in wealth and privilege, including kings, conquerors and slave owners.

Why has evil been such a hard concept for many on the left to accept? The basic agenda of the left is to change external conditions. But what if the problem is internal? What if the real problem is the cussedness of human beings?

Rousseau denied this in the 18th century and the left has been denying it ever since. Why? Self preservation.

If the things that the left wants to control — institutions and government policy

— are not the most important factors in the world's problems, then what role is there for the left?

What if it is things like the family, the culture and the traditions that make a more positive difference than the bright new government "solutions" that the left is constantly coming up with? What if seeking "the root causes of crime" is not nearly as effective as locking up criminals? The hard facts show that the murder rate was going down for decades under the old traditional practices so disdained by the left intel-

ligentsia, before the bright new ideas of the left went into effect in the 1960s — after which crime and violence skyrocketed.

What happened when old-fashioned ideas about sex were replaced in the 1960s by the bright new ideas of the left that were introduced into the schools as "sex education" that was supposed to reduce teenage pregnancy and sexually transmitted diseases?

Both teenage pregnancy and sexually transmitted diseases had been going down for years. But that trend suddenly reversed in the 1960s and hit new highs.

One of the oldest and most dogmatic of the crusades of the left has been disarmament, both of individuals and of nations. Again, the focus of the left has been on the externals — the weapons in this case.

If weapons were the problem, then gun control laws at home and international disarmament agreements abroad might be the answer. But if evil people who care no more for laws or treaties than they do for other people's lives are the problem, then disar-

mament means making decent, law-abiding people more vulnerable to evil people.

Since belief in disarmament has been a major feature of the left since the 18th century, in countries around the world, you might think that by now there would be lots of evidence to substantiate their beliefs.

But evidence on whether gun control laws actually reduce crime rates in general, or murder rates in particular, is seldom mentioned by gun control advocates. It is just assumed in passing that, of course, tighter gun control laws will reduce murders.

But the hard facts do not back up that assumption. That is why it is the critics of gun control who rely heavily on empirical evidence, as in books like *More Guns, Less*

Crime by John Lott and *Guns and Violence* by Joyce Lee Malcolm.

National disarmament has an even worse record. Both Britain and America neglected their military forces between the two world wars, while Germany and Japan armed to the teeth. Many British and American soldiers paid with their lives for their countries' initially inadequate military equipment in World War II.

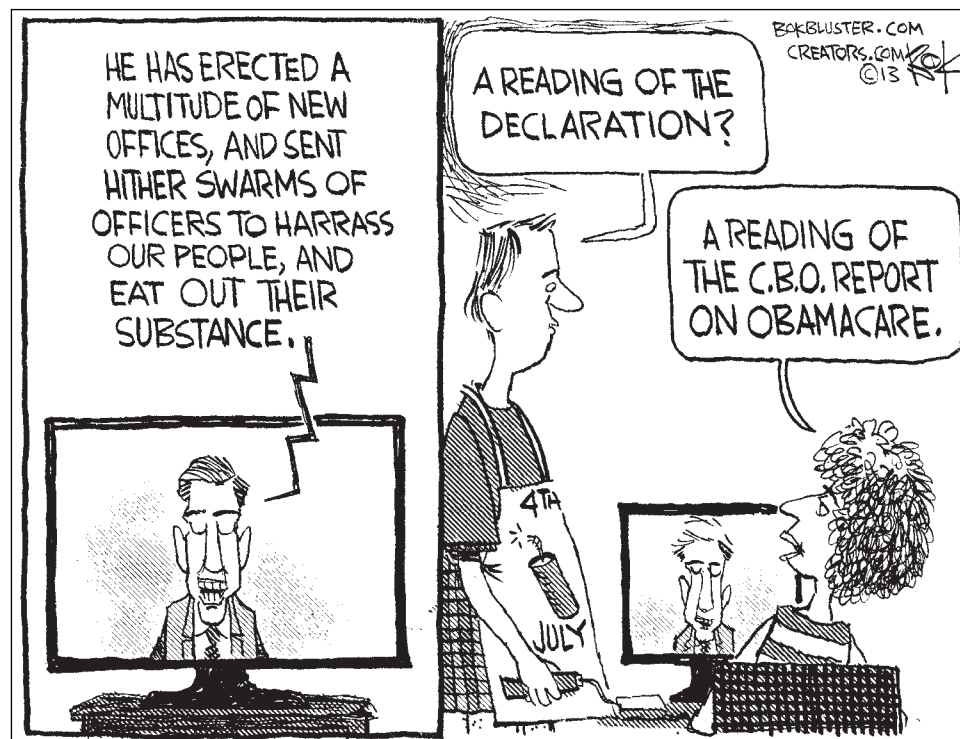
But what are mere facts compared to the heady vision of the left?

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

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Thomas Sowell



Opinion

Will the Federal Reserve's "tapering" policy suppress the current recovery?

With interest rates still hovering near historic lows, the topic on everyone's mind is what will happen when the Federal Reserve increase rates. Some experts think it will happen sooner rather than later while others, including us at the Cottonwood Group, believe that rates are going to stay relatively low for an extended period of time.

Regardless, the markets reacted negatively a few weeks ago to Ben Bernanke's hints that they may raise rates earlier than previously stated.

Economically speaking, the U.S. has made significant improvements in employment, housing and productivity since the Great Recession. Many complain that the growth has been slow, but I would argue that it's growth nonetheless. And we have since avoided a "double-dip" scenario that many doomsayers called for; not to mention the end of global currencies or the entire world. Plus the markets are having an outstanding year thus far. However, once the Fed reduces its asset purchases and increases rates, how will that impact the markets and the economy?

No one can be 100 percent certain what the exact implications will be given the size and scope of their intervention (which is unprecedented), but let's not forget the fact that the Fed has stated that it will not increase rates until the economy improves.

So if rates rise, that means that the economy has and is continuing to grow; what exactly is detrimental about that scenario? You also have asset classes like the equity markets which have proven to be a great hedge against rising interest rates and inflation.

Historically, periods of higher interest rates have typically accompanied higher equity returns as well. It's not until we reach yields of over 6-7 percent on the 10-year Treasury Bond that the impact on monthly returns for the S&P500 turns negative (on average). Right now the 10Yr is trading around 2.4 percent. Given that we are in a slow-growth environment, I simply do not see what would prompt the Fed to rapidly raise rates.

When you break down the dollar amount of additional capital flowing into the economy created by the Fed, the numbers are far from hyper-inflationary. If you go all the way back to 1995, the adjusted Monetary Base has grown roughly 6 percent per year until 2008 when it expanded dramatically through QE1 and subsequently QE2 and QE3. However, when you look

at the M2 Money Supply which is the most widely used measurement for actual money in the economy, it has stayed on that less than 6 percent growth path since 1995.

The new capital created by the Fed is largely just sitting on banks' balance sheets as excess reserves.

Now some argue that this is proof that the Fed's efforts have not been successful in aiding the recovery, however I see it differently. Although the money flow into the economy has not been even up to the Fed's expectations, their unwavering presence has helped to restore confidence in the markets and the economy. Improvements in this confidence can be seen in higher home builder sentiment, consumer sentiment and business sentiment levels.

All have improved dramatically in no small thanks to the Federal Reserve, in my view. The central bank stood strong when other government entities did not, pledging to do whatever it took to keep the economy moving forward. Congress and the Administration are still dealing with numerous internal and external issues, yet the economy and the markets keep moving higher.

In my opinion, "tapering" should be seen as a positive and not a negative in terms of the economy. If the Fed wasn't willing to increase rates then we could face severe long term inflationary pressures which could skyrocket prices. This has also not been a purely Fed-induced recovery as many would argue; there have been real, substantial economic improvements in the U.S. and abroad.

Corporate earnings continue to expand, unemployment has dropped, auto sales are hitting new all-time highs and confidence levels have improved. In fact homebuilder confidence recently hit a 7-year high and those businesses now claim that they're experiencing a labor shortage, if you can believe that.

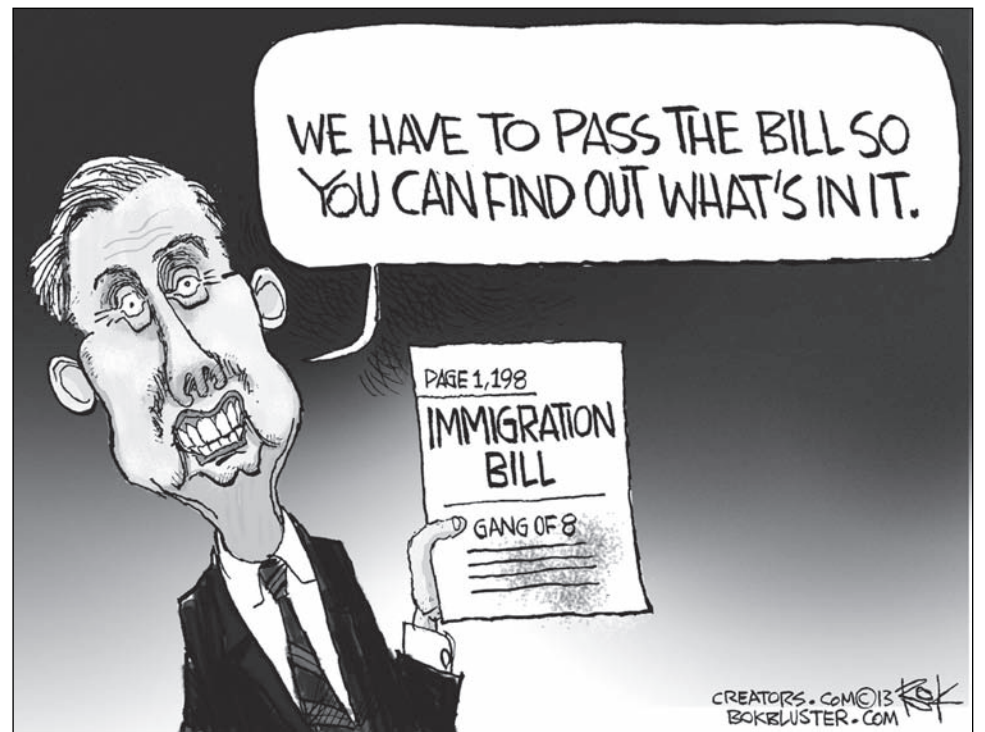
When you look at the Federal Reserve's capabilities, consider that it is comprised of some of the brightest minds in the world with decades of knowledge and experience.

To think that they have not discussed a viable exit strategy is ludicrous, in my view.

Matt Pappas is a Financial Advisor with the Cottonwood Group of Wells Fargo Advisors LLC, a wealth management team based in Salt Lake City.



Matthew Pappas



How do you know when you have enough to retire?

You save for retirement with the expectation that at some point, you will have enough savings to walk confidently away from the office and into the next phase of life. So how do you know if you have reached that point?

Retirement calculators are useful – but only to a point. The dilemma is that they can't predict your retirement lifestyle. You may retire on 65% of your end salary only to find that you really need 90% of your end salary to do the things you would like to do.

That said, once you estimate your income need you can get more specific thanks to some simple calculations.

Let's say you are 10 years from your envisioned retirement date and your current income is \$70,000. You presume that you can retire on 65% of that, which is \$45,500 – but leaving things at \$45,500 is too simple, because we need to factor in inflation. You won't need \$45,500; you will need its inflation-adjusted equivalent. Turning to a Bankrate.com calculator, we plug that \$45,500 in as the base amount along with 3 percent annual interest compounded (i.e., moderate inflation) over 10 years ... and we get \$61,148. Now we start to look at where this \$61,148 might come from. How much of it will come from Social Security? If you haven't saved one of those mailers that projects your expected retirement benefits if you retire at 62, 66, or 70, you can find that out via the Social Security website. On the safe side, you may want to estimate your Social Security benefits as slightly lower than projected – after all, they could someday be reduced given the long-run challenges Social Security faces. If you are in line for pension income, your employer's HR people can help you estimate what your annual pension payments could be.

Let's say Social Security plus pension equals \$25,000. If you anticipate no other

regular income sources in retirement, this means you need investment and savings accounts large enough to generate \$36,148 a year for you if you go by the 4 percent rule (i.e., you draw down your investment principal by 4 percent annually). This means you need to amass \$903,700 in portfolio and savings assets.

Of course, there are many other variables to consider – your need or want to live on more or less than 4 percent, a gradual inflation adjustment to the 4 percent initial withdrawal rate, Social Security COLAs, varying annual portfolio returns and inflation rates, and so forth. Calculations can't foretell everything.

The same can be said for "retirement studies". For example, Aon Hewitt now projects that the average "full-career" employee at a large company needs to have 15.9 times their salary saved up at age 65 in addition to Social Security income to sustain their standard of living into retirement. It also notes that the average long-term employee contributing consistently to an employer-sponsored retirement plan will accumulate retirement resources of 8.8 times their salary by age 65. That's a big gap, but Aon Hewitt doesn't factor in resources like IRAs, savings accounts, investment portfolios, home equity, rental payments and other retirement assets or income sources.

For the record, the latest Fidelity estimate shows the average 401(k) balance amassed by a worker 55 or older at \$150,300; the Employee Benefit Research Institute just released a report showing that the average IRA owner has an aggregate IRA balance of \$87,668.

Retiring later might make a substantial difference. If you retire at 70 rather than at 65, you are giving presumably significant retirement savings that may have compounded

see LUND pg. 16



Mark K. Lund

MMIC acquires UMIA

Minneapolis-based MMIC has finalized the acquisition of Utah Medical Insurance Association (UMIA). The deal took effect June 30. Through this transaction, UMIA becomes a wholly-owned subsidiary of MMIC.

The deal expands MMIC's geographic footprint to four additional states: Idaho, Utah, Montana and Wyoming, and expands UMIA's portfolio of products to hospitals, long-term care facilities and large health systems.

According to MMIC president and CEO Bill McDonough, the deal is symbiotic. "There are benefits to this merger on both sides," he said. "In financial terms, our combined surplus will benefit us both, as will the benefits derived from added scale and efficiency." The combined company surplus is estimated at more than \$350 million, and net written premium, premium-to-surplus ratio and loss ratio will improve, increasing the financial stability for both organizations.

McDonough says he anticipates a smooth integration due to the similar nature of the two companies. "We are both policyholder-owned companies with the same mission: to offer products and services that improve patient

care," he said.

Similar culture is just one thing that appealed to both UMIA and MMIC. Another factor that helped seal the deal is that UMIA will maintain its operations in Utah in order to provide a local presence and it will maintain its current branding and a separate advisory board of directors.

UMIA has provided medical professional liability insurance for physicians, clinics and hospitals since its formation in 1978. UMIA is owned by and operated in the interest of its policyholders, who are referred to as "subscribers." UMIA now becomes a wholly owned subsidiary of MMIC and will be referred to as UMIA Insurance, Inc. UMIA has its administrative offices in Salt Lake City, Utah.

MMIC is the largest policyholder-owned medical liability insurance (medical malpractice) company in the Midwest. It serves the entire health care community, including large hospitals and health care systems, physician practices, outpatient and long-term care facilities. MMIC also does business in Indiana, Iowa, Kansas, Missouri, Nebraska, North and South Dakota and Wisconsin.

Terracon makes donation to safety center

In commemoration of Utah Workplace Safety Week, the Terracon Foundation has presented a \$12,000 grant to the University of Utah-Rocky Mountain Center for Occupational and Environmental Health (RMCOEH) to assist in expanding the organization's online occupational safety and health graduate certificate program. The grant was presented to RMCOEH by Donald Marano, president of IHI Environmental, a Terracon Company.

The timing of the grant award during Utah Workplace Safety Week was quite relevant according to Marano, who has had a

close working relationship with the RMCOEH in various capacities over the past 33 years. "This funding will contribute to the future safety of workers by providing online educational tools for the health and safety students of today, who will be the practitioners of tomorrow," Marano said. "The program will also advance our profession by giving students more alternatives to learn about various occupational hazards, solutions to these challenges, and proactive measures for prevention of injury and illness in the workplace."

Marano added that the grant

will support the RMCOEH program in issuing graduate certificates in occupational safety and health through online courses to individuals desiring to expand their knowledge and skills in their fields of expertise.

IHI Environmental was founded in Salt Lake City, Utah during 1980 by Marano and three friends and colleagues. During the summer of 2012, Terracon Consultants formed a strategic alliance with IHI Environmental and the two businesses joined forces to form a new company IHI Environmental, a Terracon Company.

LUND

from p. 15

for decades five additional years of compounding and growth. That could be huge. Think of what that could do for you if your retirement nest egg is well into six figures. You will also have five fewer years of retirement to fund and five more years to tap employer health insurance. If your health, occupation, or employer let you work longer, why not try it? If you are married or in a relationship, your spouse's retirement savings and salary can also help.

Can anyone save too much

for retirement? The short answer is "no", but occasionally you notice some "good savers" or "millionaires next door" who keep working even though they have accumulated enough of a nest egg to retire. Sometimes executives make a "golden handshake" with a company and can't fathom walking away from an opportunity to greatly boost their retirement savings. Other savers fall into a "just one more year" mindset — they dislike their jobs, but the boredom is comforting and familiar to them in ways that retirement is not. They can't live forever; do they really want to work forever, espe-

cially in a high-pressure or stultifying job? That choice might harm their health or worldview and make their futures less rewarding.

So how close are you to retiring? A chat with an Investor Coach on this topic might be very illuminating. In discussing your current retirement potential, an answer to that question may start to emerge.

Mark Lund is an Independent Investment Advisor, Investor Coach and author of *The Effective Investor*. He has written articles for or been quoted in *The Wall Street Journal*, *The Salt Lake Tribune* and *The Enterprise*.

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2017 Projected	14,376	79,057	188,970
Households			
2012 Estimated	5,052	23,120	52,941
2017 Projected	5,545	25,169	57,842
Income			
2012 Med HHI	\$40,118	\$51,125	\$58,174
2012 Ave HHI	\$50,056	\$60,189	\$70,160
2012 Per Capita	\$19,824	\$19,641	\$21,763
Employment			
Total Businesses	584	2,563	4,539
Total Employees	7,977	33,060	54,833

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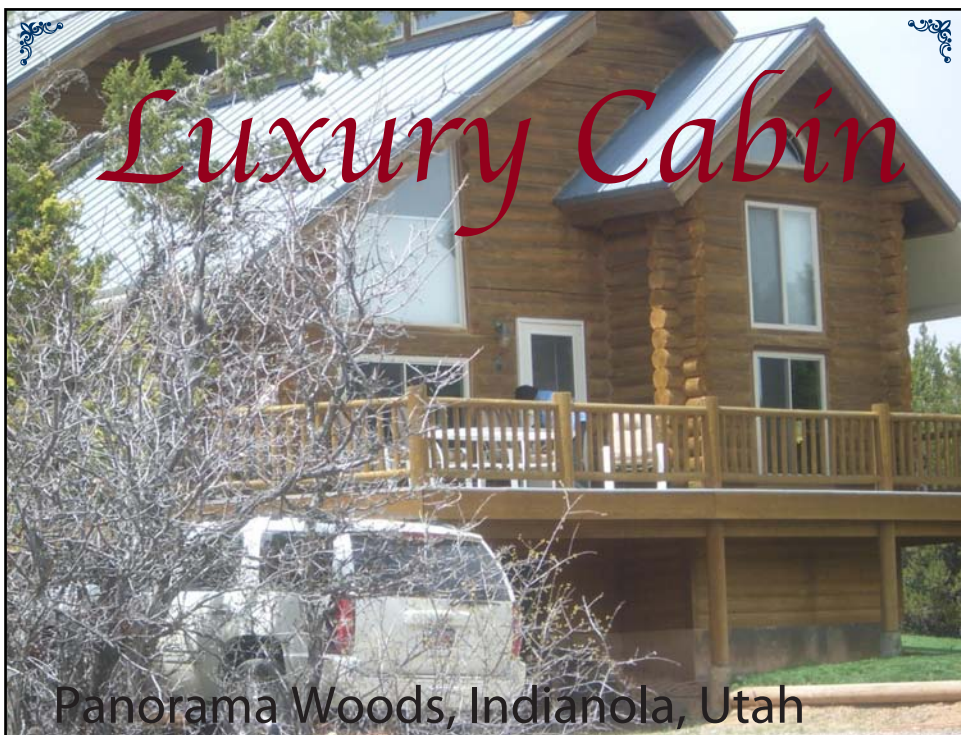


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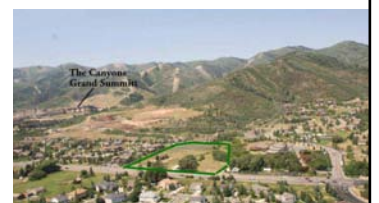
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SqFt: 2,000

Anchored by General Army, Prime Redwood Rd Location, Easy Access to I-15 & I-215

SUE MARK

801-580-2378

Office Building For Sale Or Lease



470 East 3900 South-Murray

For Sale: \$2,095,000 16,584 SqFt

All Brick 2 Story Building Updated In 2008, Class B Space, Multi Tenant Building, New Elevator, Top Floor Doctors Office Consists of Large Reception Area/Waiting Area/14 Exam Rms, Kitchen/Break Area and 8 Doctor Offices & Labs



For Lease: \$15/Full Service

#105- 2,700 Sqft #101-1,000 Sqft
Café/Coffee Bar-1,050 Sqft

Bijan Fakhrieh 801-918-9000
George Richards 801-631-9963



FIRST MONTH FREE RENT!!!

1459 East 3900 South



Lease Rate: \$12.50 NNN

-2,000 Square Feet
-Private Atrium Entrance
-Main Floor Loading Dock
-Plenty of Off Street Parking

Barry Brinton
801-694-0243

Crystal Richardson
801-641-5687

Exclusive Office Space For Lease/Sale
2091 E 4800 S (Murray Holladay Rd)



For Sale: 10,800 SqFt, \$975,000

For Lease: 2,000 SqFt, \$14-Full Service

Kym McClelland 801-573-2828

- Beautifully Remodeled
- Highly Visible Location
- Free Surface Parking

OFFICE CONDO FOR SALE OR LEASE



5292 s. College Dr. #101 (500 W)

For Sale: \$1,295,000 For Lease: \$13.50/NNN

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



George Richards, CCIM 801-631-9963

Naylor Farm Office Building
3823 West 9000 South



Lease Rate:
\$14.00 - NNN

- 4,435 Square Feet—Can Be Divided
- Will Be Built out To Meet Your Needs
- Close to Redwood Road, Bingham Highway, and Bangerter Highway
- Next Door to Naylor Shopping Center

GEORGE RICHARDS,CCIM 801-631-9963

Office Condo in Heart of Holladay
2160 E. 4500 S. #4



Lease Rate:\$12.00/NNN

For Sale: \$229,500

- 1,326 Sqft, Remodeled
- Plenty of Parking
- Some Furniture & Cabinets Included

GEORGE RICHARDS, CCIM 801-631-9963



FOR SALE - Undeveloped Commercial Land

13735 So. Redwood Road
- Approx. .96 of an acre
- Undeveloped Land
- 140 ft. of frontage road on Redwood Rd.
- 2 parcels: 252002 & 252003
- \$334,999

Robynne Maxfield, GRI 801-971-7088

Warehouse/Office For Lease
3555 South 700 West 4D & 4A



Each Unit Features:

- 4,000 SF Warehouse
- 1,000 SF Office
- 3 Offices
- Reception Area
- 12 x 14 Door
- 18' Ceilings
- \$2,500/Month

GEORGE RICHARDS, CCIM 801-631-9963

Industrial/Office/Warehouse-For Sale/Lease
602 W. Confluence Ave-Murray



For Sale: \$699,900
For Lease: \$3,600/Month

- 1900 Sqft Office
- 5600 Sqft Warehouse
- Drive In & Man Doors
- Warehouse Ceiling 18' Clear
- 4 Offices & Reception Area

RAY MORRISON 801-541-0323

Wonderful Live/Work Space
144 North 100 West **\$179,000**



- 1,516 SqFt
- Reception Area/Lrg Break Rm
- 2 Rooms For Offices/2 Bath
- ADA Compliant

Crystal Richardson -801-641-5687



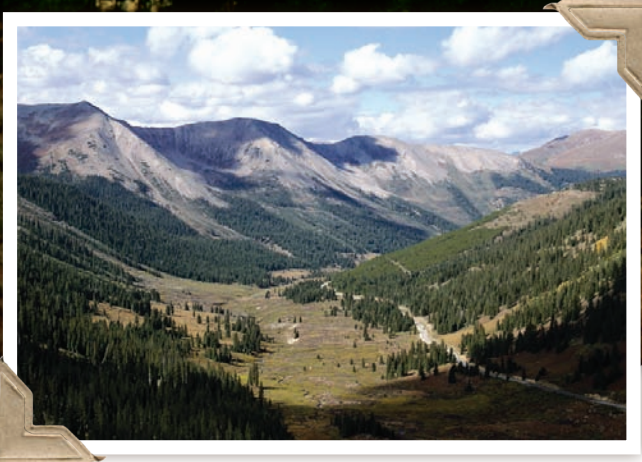
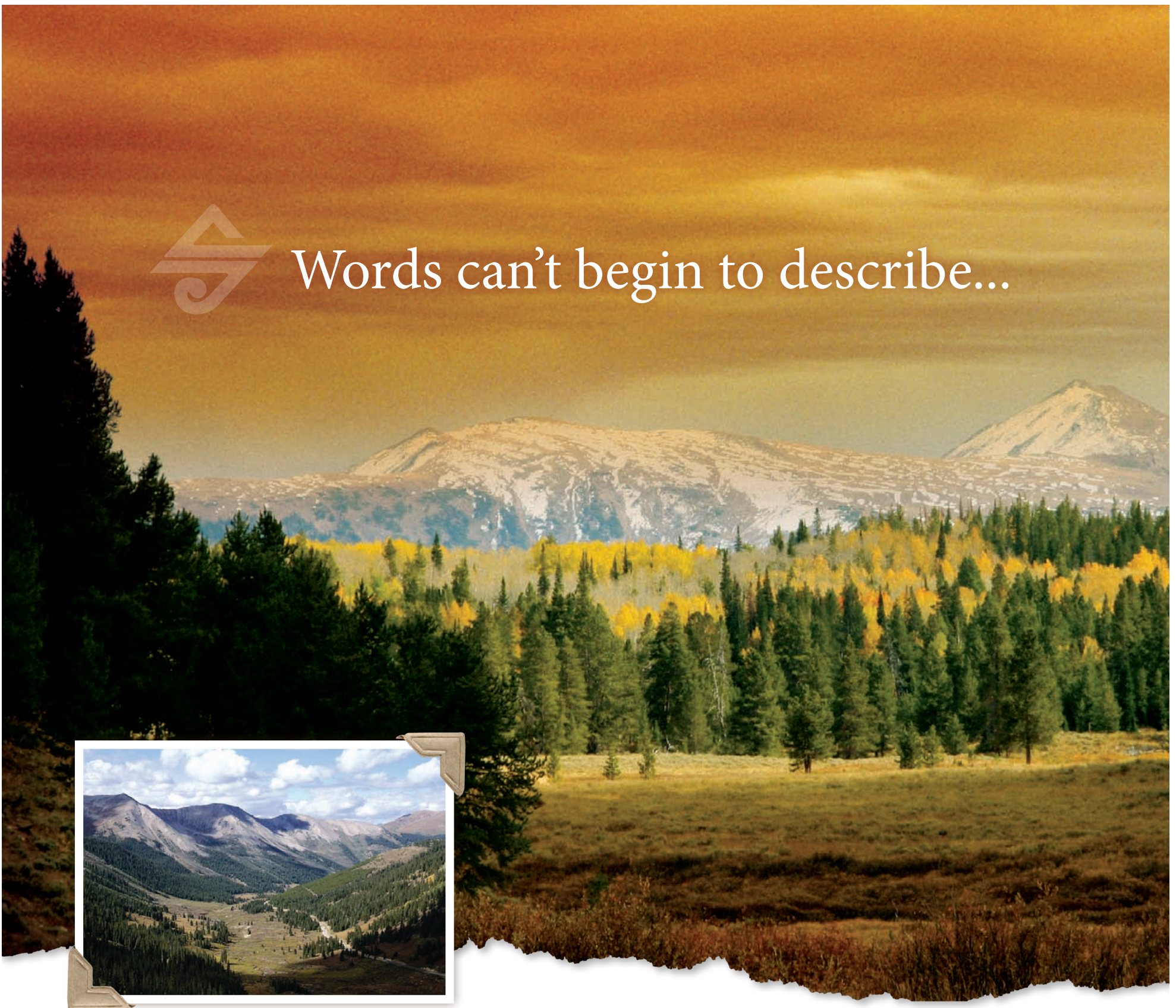
3.04 Acres - \$1,200,000

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

Bijan Fakhrieh
801-918-9000



Words can't begin to describe...



MONVISO
AT THE HEADWATERS OF THE HIGH UINTAS

MonvisoUtah.com



**Info & Photos Anytime
On Your Mobile Phone**

Scan QR code for mobile
information about Monviso Utah.

WHAT MONVISO CAN IN A SINGLE GLANCE

You are presented a once-in-a-lifetime opportunity to own an exquisite mountain estate along the Upper Bear River on the scenic Mirror Lake Highway in the High Uinta Mountain Range. Consisting of 2,010 acres and containing 1.5 miles of the trout-rich Bear River, Monviso offers 31 generous cabin sites ranging from 14 to 48 acres each with an array of breathtaking river and Uinta Mountain views. Featuring 1,600 acres of open space and boarding the 2.1 million acre Wasatch-Cache National Forest, Monviso is truly an opportunity of a lifetime.

» **Prices start at \$400,000**

This information is subject to change without notice. Buyer is advised to pay particular attention to square footage and lot size. Buyer is responsible to verify the accuracy of all information to the buyers own satisfaction.

For additional information or to schedule a private tour please contact;

DARRICK OLSEN, Associate Broker
435.640.1029 darrick@doparkcity.com

 **Prudential**
Utah Real Estate

Each Office Independently Owned & Operated

Winners

Sponsorship Design Award



A special thanks to the Clyde Companies from The Enterprise.