

# THE Enterprise

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### THIS WEEK

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#### Executive Lifestyle

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#### REAL ESTATE SECTION

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## \$30 million apartment community to be built in Sugar House

By Barbara Rattle  
The Enterprise

Cowboy Partners plans to break ground in March for the Liberty Village apartment community, a 171-unit development at 2150 S. McClelland Ave. in the Sugar House neighborhood of Salt Lake City.

Dan Lofgren, president and CEO of Salt Lake City-based Cowboy Partners, said the \$30 million project, to be located on the former parking lot of a long-defunct Granite Furniture store, will consist of one- and two-bedroom units “with a lot of very contemporary design ideas in a traditional looking building.”

“We’re doing some things quite different from what we’ve done before” in order to encourage

residents to utilize an upcoming trolley car that will link the area to the UTA park-and-ride facility at 2100 South and 300 West, in addition to other alternate forms of transportation, he said.

The amenity package will include a cyber cafe and a bicycle repair shop for residents that will be equipped with racks and hooks and a bike-washing facility.

“We really want to cater to the bicycle community, which we think makes a lot of sense there,” Lofgren said, noting it is expected that most residents will come from the Westminster College and University of Utah communities and will already be committed to Sugar House.

Liberty Village will consist of a five story building — four  
see LIBERTY page 2

## Boeing buys 850,000 square foot building in West Jordan



Boeing has purchased the former KraftMaid building, where it plans to fabricate composite components for the 787-9 Dreamliner.

By Brice Wallace  
The Enterprise

The Boeing Co. has purchased the former KraftMaid Cabinetry building at 10026 Prosperity Road, West Jordan, and will use the site to fabricate composite components for the 787-9 Dreamliner aircraft.

The company said it pur-

chased the 850,000 square foot building from Masco for an undisclosed amount. Design and construction are expected to take two years. Sitts & Hill will design the space inside the building’s factory area.

The West Jordan site is 20

see BOEING page 2

## Destination Homes to break ground for 254-lot Kaysville subdivision



Artist's rendering of home styles that will be offered in Hill Farms. The project is expected to take five years to build out.

By Barbara Rattle  
The Enterprise

Responding to a market that is “definitely improving,” Layton-based Destination Homes plans to break ground this spring for the Hill Farms subdivision, a 254-lot development on about 95 acres at 200 North and Angel Street in Kaysville.

“We’ve been really surprised by the interest in this,” said company CEO Brad Wilson. “We haven’t even advertised it yet, but we have people calling the office every week asking to be put on

a list to be notified. We’ll start heavily advertising in about 60 days.”

Three home types will be offered at Hill Farms — a cottage home designed for empty-nesters who desire a significant amount of main-floor living, “premier” one- and two-story homes on about a third of an acre, and half-acre estate homes. Wilson said the cottage-style homes will all be built on a park space, and buyers can opt for full landscaping and

see HILL page 2

## International executive search firm enters Utah market

Sanford Rose Associates Executive Search Network, a Dallas-based firm with nearly 60 offices worldwide, has entered the Utah market.

Qualified Associates, Salt Lake City, has been awarded one of the limited number of independently owned franchises the company awards each year. Qualified Associates, now Sanford Rose Associates-Salt Lake City, is located at 860 E. 4500 S., Suite 310, and was founded in 1993 by Peg Newman. Qualified recruited in the fields of accounting and finance, business support, con-

struction and real estate, engineering, insurance, and oil and gas.

“Aligning forces with Sanford Rose Associates allows me the opportunity to maintain the boutique level of service my clients have grown to trust, while also providing them with the additional resources and services to uncompromisingly expand our offerings,” Newman said. “Even more exciting is our new ability to execute searches in the global market. Our affiliations with the International Executive Search Federation, Kaye/Bassman  
see SANFORD page 2



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## LIBERTY

from page 1

residential levels over one level with office, common area and parking — in addition to underground parking. Twenty percent of the units will be reserved for households at or below 50 percent of area median income. Those units were made possible in part by a \$750,000 loan at 2 percent per annum from the Housing Trust Fund; it is in its final stages of city approval. Final rents have not yet been set; units will range from about 600 to 1,000 square feet.

Construction is slated to take about 18 months. R&O Construction, Ogden, will be general contractor. Architect is Humphreys & Partners, Dallas. Lofgren said Cowboy Partners is using tax-exempt bond financing with Freddie Mac to fund the project, and that Cowboy's strategic capital partner in the development is Goldman Sachs.

Sugar House is bustling with development activity. Just to the east of the Liberty Village

development, a California firm is creating ground-level retail and upper level office space in the former Granite Furniture building. At 2100 South and 1100 East, Sugar House Crossing, a 211-unit apartment project, is under way by local developer Craig Mecham.

Cowboy Partners' Utah projects are numerous, and include Bridgeside in Taylorsville, Country Oaks and Oakstone in Clearfield, Liberty Bend in Sandy, Liberty Commons in West Valley City, Liberty Hill at South Pointe in Draper, Liberty Junction in Ogden, Liberty Landing and the Ridge in West Jordan and Harmony Gardens, Liberty CityWalk, Liberty Metro, Liberty Midtown and Northgate in Salt Lake City.



## HILL

from page 1

maintenance. Roughly 10 acres will be devoted to park space and there will be walking trails throughout the community.

Wilson said he hopes to build models throughout the summer, with initial move-ins taking place toward the end of this year. Cottage prices will range from about \$275,000 to \$325,000, premier homes will sell for \$300,000 to \$400,000 and estate homes will run between \$450,000 and \$600,000.

"Davis County — Kaysville and Farmington in particular — are very high-demand areas," Wilson said. "We're excited to have a community of this size. This will be a five-plus year project for us, but we think it's going to go really well. As a company, our volume increased about 50 percent last year, which is a function of the market getting better. We've seen price increases in our company, and other builders are raising prices again as commodity and land prices start to come back. It's a different market from four years ago. There were times we didn't know if it would come back, but it finally did."

Founded in 2001, Destination Homes has built hundreds of residences, ranging from Pleasant View in the north to South Jordan to the south.

## BOEING

from page 1

miles from Boeing's fabrication and assembly site in Salt Lake City. Boeing said the close proximity of the two facilities will help improve the efficiency from component fabrication to assembly of the 787-9 horizontal stabilizer.

"The site we've chosen is an ideal location to add composite manufacturing capability focused on Boeing's key business strategies," said Ross R. Bogue, vice president and general manager of Boeing Fabrication. "This new facility will provide a real competitive advantage in our supply chain by expanding our internal composite capabilities."

Boeing currently manufactures vertical fins for versions of the 787 aircraft. Last March, the company announced it would assemble horizontal stabilizers for the 787-9. In December, it was awarded a nearly \$1.38 million tax credit incentive over 20 years from the Governor's Office of Economic Development (GOED) board, tied to adding 104 jobs to its current Utah workforce of 575.

"Hiring will begin immediately," said Craig Trewet, director of Boeing Salt Lake. "We'll begin by hiring project managers and engineers and will then be filling production positions over the next several quarters. ... Boeing appreciates its continued relationship with the state of Utah and we are looking forward to creating a new partnership with the city of West Jordan."

Boeing, based in Chicago, has 170,000 employees worldwide. Its Salt Lake City operations began 25 years ago as McDonnell Douglas Corp., which merged into Boeing in 1998.

GOED documents indicate that the project is expected to pay wages totaling more than \$146 million over 20 years, with new state taxes being more than \$5.5 million during that time.

In addition to the GOED tax credit, the Utah Department of Workforce Services (DWS) and

the Industrial Assistance Fund will match the company's funds up to \$225,000 for specialty training. DWS also will provide up to \$100,000 in "WorkKeys" funding in Utah. WorkKeys is a national program allowing companies to have greater accuracy in determining the skills of potential new employees.

## SANFORD

from page 1

International and Next Level Exchange provide a unique foundation that does not exist anywhere else in the search industry today."

Executive Search Review recognized Sanford Rose Associates Network as being one of the Top 15 Search Firms in North America. Over the course of the past five decades, the SRA network has expanded to include offices in North America, Asia and Europe. Top SRA offices have an average placement fee between \$80,000 and \$110,000. Revenues for the totality of the SRA network exceed \$27 million. The entire SRA network specializes in more than 50 industries. Sanford Rose Associates had an estimated 220 placements in 2012.

## England Logistics names Beardall as new president

Salt Lake City-based England Logistics, one of the nation's premier third-party logistics providers and top 10 freight brokerage firms, has named Jason Beardall as its new president.

Beardall, formerly executive vice president at the company, will succeed Josh England, who was recently appointed CFO of England Logistics' parent company, C.R. England.

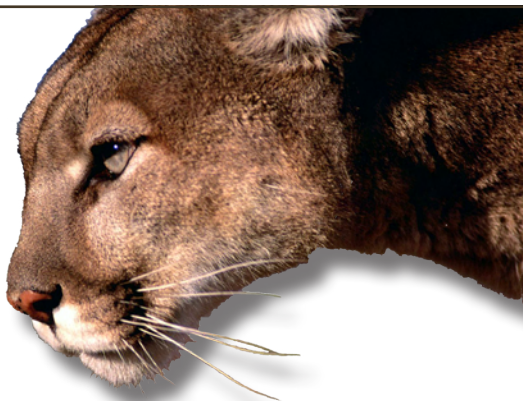
In his previous role, Beardall was responsible for both operations and sales of the eight divisions of England Logistics, including full truckload brokerage, England Logistics' authorized agent program, England Carrier Services, dry LTL and parcel services, supply chain management, international ocean and air freight forwarding, IMC and refrigerated LTL services.

Beardall is a sitting board member of the Transportation Intermediaries Association as well as a contributing member of the Council of Supply Chain Management Professionals.



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## Lawmaker hopeful '12 bill will lead to more federal lands for state

**By Brice Wallace**  
*The Enterprise*

A state legislator is hopeful that a bill passed in 2012 ultimately will lead to more federal land — and its energy resources — being transferred to the state.

Speaking at a Sandy Chamber of Commerce luncheon last week, Ken Ivory, R-West Jordan, said the bill sets a deadline of Dec. 31, 2014, for the federal government to work with Utah to explore an orderly transfer of land to state control. Nearly 70 percent of Utah land is federally controlled and thus unable to be taxed. Tax funds related to the removal of oil, coal, gas and geothermal energy could be used to help fund a variety of state needs, including improved education, he said.

“We have more recoverable oil in Utah, Colorado and Wyoming than the rest of the world combined, locked up in federally controlled lands,” Ivory said. Every time the federal government “locks up” wilderness and other areas, it takes away direct revenues to schools, he said.

Ivory said most states west of Colorado have high federal land control, with Nevada’s reaching about 90 percent. East of Colorado, states have much lower levels. But that wasn’t always the case. In the 1840s and 1850s, several states started a movement that ultimately led Illinois to shrink its amount from 90 percent to 3

## 64-unit townhome project to be under way in West Jordan

Clayton Homes, Salt Lake City, plans to break ground late this month for Somerset Villages, a 64-lot gated townhome development on 6.7 acres at roughly 7200 S. Redwood Road, West Jordan.

Company president John Clayton said about two-thirds of the units will have main-floor living, and the target demographic is those 55 and older and upwardly moving professionals “who want single-level living with a great location.”

All units will have better finishes such as granite countertops, tile floors, upgraded cabinetry, two-tone paint and Craftsman style exteriors. Sizes range from about 1,150 to nearly 3,000 square feet; while prices have not yet been established, they likely will range from approximately \$170,000 to \$240,000, Clayton said. The units will be arranged in duplex, triplex, fourplex and fiveplex configurations, and there will be five product plans, ranging from ramblers with full basements to two stories with full basements and main floor living to townhome style.

percent and Missouri’s 90 percent dwindled to 4 percent.

“It’s already been done before,” Ivory said, describing the move as states banding together and refusing to take “no” for an answer. “We can’t educate our kids if we only have 23 percent taxable land in our state.”

He said North Dakota controls access to 100 percent of its land and gets a 100 percent mineral royalty, whereas Utah controls only 23 percent and gets only a 46 percent mineral royalty.

The 2012 bill does not call for the transfer to the state of national parks, national monuments or national wilderness areas, except for the Grand Staircase-Escalante National Monument.

If Utah succeeds, the federal public lands will become state public lands. “It’s not wholesale ‘sell off all the lands to the highest bidder,’” Ivory said. Instead, the state lands would be managed “for the multiple use, sustained yield with local planning.”

Other western states are developing bills similar to Utah’s. Should the federal government not negotiate, the next step would be legislation, followed by possible litigation, Ivory said.

“This really is the only solution big enough to close a \$2 billion education funding gap and \$5.2 billion of our \$13 billion budget that comes from a federal government that’s committing fiscal suicide,” he said.

JSA Architects designed the project. Clayton said a marketing plan has not yet been developed, but “more than likely we’ll select a Realtor group to market and sell the homes.”

“We feel that the market is changing enough now that we can provide a nicer, better unit for the base price, and people will respond to that,” Clayton said. “Our last project languished for nearly a year but sprang back to life last spring.”

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## City Creek wins Best Retail Development USA award

The City Creek Center in downtown Salt Lake City won the Best Retail Development, USA award at the International Property Awards for 2012, in association with the Royal Institute of Chartered Surveyors and Yamaha.

City Creek Center, owned and managed by Michigan-based Taubman Centers and co-developed with City Creek Reserve Inc., won for the Americas region, which includes the U.S. and Canada, Central and South America and the Caribbean.

The center also placed in

the top three for the global, or World’s Best Retail Development category. More than 2,000 entries from 89 countries competed in the categories of retail, residential, office and mixed-use properties, among others.

Ron Loch, AIA, vice president of planning and design for Taubman, accepted the award at a Dec. 7 celebration in London.

City Creek Center opened in March 2012 and is the centerpiece of one of the nation’s largest mixed-use downtown redevelopment projects anchored by Macy’s

and Nordstrom.

The International Property Awards is an annual celebration of the finest achievements across the globe in residential and commercial property, covering Africa, Europe, Arabia, Asia Pacific, the United Kingdom and the Americas. Established 18 years ago, it is the world’s most prestigious property competition. Judging is carried out through a meticulous process involving a panel of more than 80 experts covering every aspect of the property business.

## The American Academy names Ray Kelly CEO

Salt Lake City-based The American Academy, which partners with school districts across the nation to recruit, enroll and educate children who cannot or will not attend school, has appointed Ray Kelly as its chief executive officer and a member of the company’s board of directors.

Most recently, Kelly was president and CEO of Utah-based

Certiport, a leading provider of technology education and credentialing programs. Under Kelly’s leadership, Certiport revenue and profit more than doubled, garnering the company recognition as one of America’s fastest growing education technology companies.

In 2012, Kelly spearheaded the successful sale of the company to Pearson PLC for \$140 million.

## Salt Lake City accounting firm celebrates 100 years in business

The Salt Lake City accounting firm of Smith Powell and Co. LLC celebrated 100 years in business in 2012.

Founded in Salt Lake City in 1912 by J. Percy Goddard and Roy G. Abbey, the firm was originally named The Goodard-Abbey Co. and was located in the McIntyre Building in downtown Salt Lake. Its offices are still located in that structure. Over the years, the company was known

as Goddard, Suniville and Griffin (1951-1964), Suniville, Griffin and Ellis (1964-1981), Suniville, Griffin and Smith (1981-1997) and Smith Powell and Company (1997-present).

Current partners are Roger Powell and Brandon Zrno. The firm provides accounting, auditing, tax and business advisory services to individuals and privately held businesses in a wide range of professions and industries.

Prior to joining Certiport, Kelly was senior vice president for client services at Prometric, CEO of ExecuTrain Corp., senior vice president of sales and marketing for Mentergy Corp., managing executive of Hewlett-Packard’s Retail Industry Organization and vice president at NCR Corp.

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## • Industry Briefs •

### ACCOUNTING

• **Wisan, Smith, Racker, & Prescott LLP** has promoted **Daniel P. Rinehart** to a partner in the firm's Salt Lake City office. Rinehart is a CPA, member of the American Institute of Certified Public Accountants and member of the Utah Association of Certificated Public Accountants. He has focused his 10-plus years of experience in the areas of auditing and accounting to clients in retail, construction, consumer products, financial services, insurance and not-for-profit organizations.

### BANKING

• **Mountain America Credit Union** senior wealth advisor **Michael Blackham** has been named one of the top 50 bank advisors in the United States by **Bank Investment Consultant** magazine. The list recognizes a small and distinguished group of bank and credit union advisors from across the country who have excelled in a variety of key investment management areas. With Mountain America since 2007, Blackham began his career with JPMorgan Chase & Co., gaining experience as both a private banker and a wealth manager. He holds a bachelor's degree in economics, having attended Brigham Young University and the University of Utah.

### COMPUTERS/ SOFTWARE

• Provo-based **InsideSales.com**, a provider of cloud-based sales automation technology for inside sales professionals, has hired **Rob Christensen** as vice president of research and development and software architecture. Christensen joins InsideSales.com with nearly two decades of SaaS (Software as a Service) software design experience. Previously, Christensen spent six years at

EDL Consulting, a leading cloud technology consulting provider, as senior vice president of e-commerce; three years as director of technology at NIC Inc., a SaaS e-government platform provider; and also served as the CTO of Integr8ted.

### CONSTRUCTION

• **Jim Liu** has joined **BHB Consulting Engineers**, Salt Lake City, as a project engineer. Liu received his B.S. in architectural engineering from Cal Poly, San Luis Obispo, Calif. Having worked 15 of his 25 years in the San Francisco Bay Area, Liu brings a wealth of experience in seismic building designs. He is licensed in several states and has worked on notable projects across the country.

• Illinois-based **PSI**, a leading independent engineering and testing firm, has added **Brett Lincoln** to its Salt Lake City operations office as branch manager. Lincoln has extensive experience managing and providing inspection and testing services, overseeing training and quality requirements, and building long-term client relationships.

### EDUCATION/TRAINING

• **VitalSmarts**, a Provo-based provider corporate training and organizational tools, has released the **Crucial Accountability Companion Course**. The one-day training builds on the skills learned in Crucial Conversations Training and introduces a new set of skills for resolving violated expectations, broken commitments and bad behavior.

### GOVERNMENT

• **Salt Lake City Corp.** is actively **recruiting board members for appointment**

**to the Business Advisory Board**. Currently, there are unfilled seats in Council Districts 1, 5, 6 and 7, however interested and qualified candidates within all districts will be considered (to find your Council district, visit <http://council.slccgov.com>.) Meetings are held on the second Wednesday of each month from 8-9:30 a.m. at the Salt Lake City & County Building, 451 S. State Street, Room 326. The Business Advisory Board is a city board that advises the mayor and city council on issues impacting Salt Lake City's business community. Staffed by the Department of Community and Economic Development, the board helps direct city economic policy, promote small business growth, support local entrepreneurs and assist the city in remaining responsive to the business community. Visit: <http://www.slccgov.com/node/565> or contact Jessica Thesing at (801) 535-7159 or [jessica.thesing@slccgov.com](mailto:jessica.thesing@slccgov.com) for more information.

• **Vicki Varela** has been selected as the new managing director of tourism, film and global branding at the **Utah Office of Tourism**. Varela is widely known in the Utah business community. One of her most public positions was as spokesperson and deputy chief of staff to Gov. Mike Leavitt over an eight-year span. She has been in the persuasion business for most of her career, during which she organized many successful campaigns, including the statewide ballot initiative that positioned Utah to host the 2002 Olympic Winter Games. Varela will be transitioning into her new role over the next several weeks as she goes through the process of closing Varela Strategic Communications Inc. She will be assuming the position which was left vacant with the recent retirement of long-time managing director Leigh von der Esch.

• The **Utah Film Commission** will again host **"The Hub,"** a hospitality lounge for the Sundance Film Festival in Park City. Adjacent to the Sundance ASCAP Music Café, the lounge will provide festival attendees with an introduction to Utah as a business, travel and filmmaking destination. Its principal founders, Adnews and FilmUtah, will assist the Utah Film Commission with showcasing Utah locations, crews and production services. The commission will host daily panels targeted at independent filmmakers there (the schedule is at [hub.verite.com](http://hub.verite.com)). In addition to exhibits and informa-

tive panels, The Hub will also feature hitRECORD, Joseph Gordon-Levitt's open-collaborative production company. HitRECORD will build a full-service video and audio recording studio where the festival community can collaborate with hitRECORD's worldwide community of 150,000 artists on multimedia art projects.

• The **Governor's Office of Economic Development (GOED)** board, at its January meeting, approved **incentives for five TV and movie productions** to be shot in Utah. Vineyard Productions was awarded two. One was a tax credit between \$242,000 and \$303,000 for the fifth and sixth seasons of the reality TV series "American Ride," which airs on BYU TV. The show is expected to spend \$1.2 million in Utah, with shooting expected April 16-Oct. 15. Vineyard also was awarded a tax credit between \$1.6 million and \$2 million for episodes 5-13 of "Granite Flats," which also airs on BYU TV. The family drama is expected to spend \$8 million in Utah, with shooting scheduled for Feb. 15-May 15. IFWT Productions LLC was awarded a cash rebate of \$45,000 for "In Football We Trust," a feature documentary expected to spend \$300,400 in Utah. Shooting is expected to be completed April 30. Volcanic Productions was approved for a tax credit of \$1.27 million to \$1.59 million for the independent feature drama "Magnificent Death from a Shattered Hand." The film, produced by and starring Thomas Jane, is expected to spend \$6.3 million in Utah, with principal photography set for April 1-May 17. B2 Creative Studios Inc. was awarded a cash rebate of \$71,500 for Sundance Channel HQ mini-documentaries to air on TV with Sundance Film Festival films throughout the year. The company is expected to spend \$476,400, with shooting planned for Jan. 18-24.

• The **Utah Labor Commission** is requesting **applications to award funding for projects or initiatives demonstrating a commitment to workplace safety**. The purpose of the grant is to identify businesses, educational institutions and community agencies that demonstrate a commitment to workplace safety and desire to implement initiatives which promote either new or existing safety programs within the workplace. This upcoming fiscal year will include over \$300,000 in total awards to selected grant

recipients and will be distributed among as many qualifying applicants and in monetary amounts the Labor Commission deems appropriate. Applications are due March 18 by 5 p.m. Information is available online at [www.laborcommission.utah.gov](http://www.laborcommission.utah.gov) or by contacting Elena Bensor at (801) 530-6918 or [elenabensor@utah.gov](mailto:elenabensor@utah.gov).

### INSURANCE

• **Sterling Ascend Insurance Resources**, Park City, has named **James Eldredge** vice president of sales of the insurance brokerage. Sterling Ascend is a unit of Sterling & Sterling, which is ranked in the nation's top 50 independently owned insurance brokerages with annual premiums topping \$500 million. Eldredge joins Sterling Ascend after having spent nearly a decade in the insurance industry. He started out running his own agency and for the past five years has been with a large agency where he focused on commercial risks.

### LAW

• **Prince Yeates**, a full-service Salt Lake City law firm, has named attorneys **Charles L. Perschon** and **Jared N. Parrish** as shareholders. Perschon joined Prince Yeates in 2010 and maintains a practice in appellate work and complex commercial litigation. Parrish is a trial lawyer and commercial litigator devoted to matters involving securities litigation, fraud, equity receiverships, Ponzi schemes and federal appeals.

• The Salt Lake City-based law firm of **Kirton McConkie** has promoted three associates of the firm to shareholder. **Michael Johnston** is a member of the firm's employment and litigation sections. **Shawn Richards** is a member of the litigation section. **Adam Wahlquist** is a member of the firm's litigation section.

• **Parsons Behle & Latimer** has named **Matthew D. Cook**, **Nicole Griffin Farrell**, **Richard E. Mrazik**, **Brian P. Rosander**, **Elizabeth A. Schulte** and **John R. Zimmerman** as shareholders of the firm. Cook, a member of Corporate Transactions and Securities Department, counsels clients on international, federal, state and local tax issues, including tax aspects of start-ups, entity selection and formation, acquisition, operation, disposition, and liquidation of businesses. Farrell is a member of the Litigation and Employment Law Departments

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and concentrates her practice on commercial litigation, employment law, trademarks and appellate practice. Mrazik is a member of the Litigation Department and focuses on litigation in the areas of products liability, mass torts, trucking collisions and medical malpractice. Rosander is a member of the Real Estate, Banking and Finance Department and assists clients with real estate and corporate transactions, including acquisition, financing, development and investment of commercial and retail shopping centers, ski resort and golf course properties, and master-planned communities. Schulte is a member of the Environmental, Energy and Natural Resources Department and concentrates her practice on NEPA, mining, water, contaminated property and environmental law and litigation. Zimmerman is a member of the Environmental, Energy and Natural Resources Department in the firm's Reno office and concentrates his practice on water and mining law, including diligence, transactions, permitting, and administrative appeals and litigation related to water, mining and agricultural projects.

• **Holland & Hart LLP** has added **Megan DePaulis** and **James Potter** to its Salt Lake City office, which has grown to more than 75 employees. DePaulis guides clients through the complex litigation process, focusing her practice on business and commercial litigation and natural resources and environmental litigation. She received her law degree from the University of Utah. With a background in both electrical engineering and law, Potter is a registered patent attorney. He previously was a hardware design engineer and software developer, and received his law degree from Creighton University.

## MANUFACTURING

• **JD Machine**, Ogden, was recently recognized as **Manufacturer of the Year** by the **Utah Manufacturers Association** in the 50 to 200 employee category. The firm was lauded as "exceptional" for its lean manufacturing processes, continuous improvement, waste elimination, safety practices and extraordinary growth by maintaining low debt and reinvesting profits. JD Machine is a manufacturer of high-value machine parts, sheet metal components and complex assemblies. The firm had revenues of \$24 million in 2011. Industries served include military, health care, manufacturing, aerospace and energy.

## MEDIA/MARKETING

• **ThomasARTS**, a Farmington-based direct-growth marketing company with offices in Utah, New York, California, Minnesota and Texas, is **celebrating its 10th anniversary** this month. ThomasARTS was founded in January 2003 by company president and CEO Dave Thomas and his three sons, Troy, Matt and Brett. Over the last 10 years, the agency has grown from four employees in Thomas' basement to 100-plus employees across the country. ThomasARTS has been named by Inc. 5000 as one of the fastest-growing private companies (No. 233 in its industry and No. 2,565 overall) with a 92 percent growth rate.

• The **installation of on-premise electronic message centers does not result in an increase in traffic accidents**, according to a new study conducted at Texas A&M University on behalf of the Signage Foundation Inc. The study covered 135 signs in four states over the span of four years, and used crash/accident data from the Federal Highway Administration's Highway Safety Information System database. The study, "Statistical Analysis of the Relationship between On-Premise Digital Signage and Traffic Safety," included on-premise signs installed in 2006 and 2007 in California, North Carolina, Ohio and Washington.

• **David L. Smith**, a partner at **Penna Powers Brian Haynes**, Salt Lake City, was named managing partner of the advertising, public involvement, public relations and digital agency effective this month. Smith, an active agency partner for the last 10 years and employed at the firm since 1993, succeeds John Haynes. Smith led the agency's efforts to introduce PPBH's public involvement division more than a decade ago.

## REAL ESTATE

• **Lyndi Reed** was recognized as one of the **top 10 agents of Keller Williams South Valley Realty**. The top 10 agents accounted for over \$59 million in year-to-date adjusted volume through July 31, 2012. The other top 10 were **Jonah Hornsby, Charlotte Thomas, Candice Evans, Tonja Masina, Julie Larson, Mike Carmody, Jen Mascaro, Taylor Brinton** and **Micha Olson**.

• **Cushman & WakefieldCommerce** brokered the **sale of the Brickyard Shopping Center**, a 305,000 square foot retail property near the corner of 3300 South and 1300 East in Salt Lake City. The Yacoel

Partners of Newport, Calif., purchased the property from The Boyer Co. and its partner the Thackeray Co., both Utah firms. Kip Paul represented both the buyer and the seller in the sale. Tenants include Kohl's, TJ Maxx, Office Max, Ross Dress for Less, Shoe Carnival and AutoZone. The property was built in 1980.

• **Ray Rosenthal** has joined the Salt Lake office of **Coldwell Banker Commercial NRT** as vice president industrial properties. With more than 34 years of real estate experience, Rosenthal will help expand CBC's southern Utah footprint from his St. George office. Operating from Southern Utah, Rosenthal formerly represented Cushman & WakefieldCommerce's operation and Vantage Real Estate. In 2007, he was granted the Dual Specialist designation by SIOR (Specialist, Industrial and Office Real Estate.) Rosenthal was also vice president and district manager of the Salt Lake City office of Grubb & Ellis during the 1980s.

• **Cushman & WakefieldCommerce** announced the **sale of the former Questar office building** at 200 East and 100 South in downtown Salt Lake City to **The Boyer Co.**, Salt Lake City. The 238,000 square foot building and accompanying 4.88 acres was sold by Starwood Capital of Washington, D.C. The structure has been vacant for about a year. Commerce's executive director of investment sales Kip Paul said the new owners will be looking at options on how to make best use of the building and will likely build on the vacant property.

## RESTAURANTS

• Executive chef Billy Sotelo of **Oasis Cafe**, Salt Lake City, has created **special weekly three-course meals for January "resolution dining."** Priced at \$25 and changing weekly, the nightly dinner special includes a choice of soup or salad and changing entree and dessert options.

• **Bambara** restaurant in downtown Salt Lake City has named **Kirsten Thomas** as the new director of catering. Thomas brings an extensive background to Bambara, having worked in catering and event management at the Provo Marriott; while there, she managing weddings, family celebrations, tradeshow, workshops, retreats, board meetings, press conferences, holiday parties, theme parties and a host of other events.

• **LongHorn Steakhouse** opened at **3647 Wall Ave. in Ogden** on Jan. 14, led by managing partner Angel Madera. This is the

second LongHorn Steakhouse in Utah and the second of six to eight planned for the market in the next two years. The 6,270 square foot Ogden restaurant seats more than 240 guests and will create approximately 80 to 100 new jobs for the surrounding community.

• The owners of **Restaurant Eva**, Salt Lake City, have opened **Eva's Bakery** at 155 S. Main St., Salt Lake City, offering artisan breads and pastries as well as pizza and sandwiches using locally grown grains. Hours are 7 a.m. to 6 p.m., Monday through Saturday.

## SERVICES

• **Noah's**, a Lindon-based company, plans to **continue its expansion outside of the state in 2013 with eight new locations**. The \$24 million expansion will include additional facilities in Texas and Arizona. Noah's now operates five locations and will begin construction on the eight new event centers in what will be stage two of the company's national expansion plans. After construction is under way on the

event centers in Texas and Arizona, Noah's will hold groundbreaking ceremonies for additional new locations spanning the East Coast. Opening its first location in 2007, the Utah-based company plans to finish 2013 with 12 event centers. Noah's facilities offer spacious boardrooms, conference and game rooms. Each building can be used for weddings, receptions, special occasions, banquets, business conferences and corporate events.

## TRAVEL, TOURISM

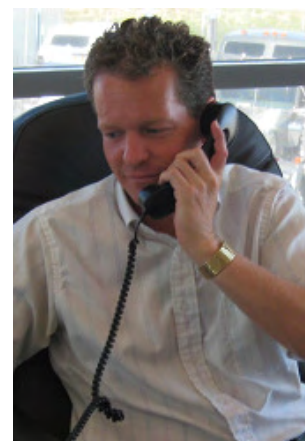
• **Visit Salt Lake** has hired **Elizabeth Brown** as the new director of partner relations. Brown has worked in the Utah tourism and lodging industry for over 20 years. Most recently she was the director of sales and member services for the Utah Ski & Snowboard Association (Ski Utah). She's also had experience working for Morris Air, owned her own company (EB Ski Tours & Travel Co.), and was a consultant for the Salt Lake Olympic Organizing Committee's Accommodations Division.

**"Each** major department here receives their own copy of *The Enterprise*.

"Our Sales staff uses it to watch for business growth and movement into the area, and our Leasing group watches for opportunities to assist companies with their transportation needs (Jeff Gitomer is a favorite).

"Our Marketing Manager uses 'Industry Briefs' and the 'Calendar' to keep up on business activity, and the Finance department reviews it to keep current on the local banking and credit climate."

**. . . that's Why I Read!**



**R. Kyle Treadway**  
President  
Kenworth Sales Company

**ENTERPRISE**  
**NEWSPAPER GROUP**

# The Salt Palace Convention Center

Nestled in the heart of downtown Salt Lake City, the Salt Palace Convention Center, with its 64 breakout rooms and more than 650,000 square feet of exhibit space, is the perfect place for meetings of any size or occasion. From our delicate snowflake chandeliers to our gorgeous five-story main concourse and centralized location, the Salt Palace is part architectural showpiece, part modern art sculpture and all business.

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100 S. West Temple  
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385-468-2222

# The South Towne Exposition Center

The South Towne Exposition Center is centrally located in the heart of Salt Lake's residential community, providing easy access to visitors along the entire Wasatch Front. From free on-site parking and large loading docks to individual hall sessions and meeting rooms, the South Towne Exposition Center makes hosting any event easier and more effective than ever.

9575 S. State Street  
Sandy, UT 84070  
385-468-2260



# Top Meeting Facilities in Utah

Ranked by Number of Breakout Rooms

Page 1

Company Name	Address	Phone Fax Web	# of Breakout Rooms	# of Usable Square Feet	# of Days in Service in 2011	# of Events Hosted in 2011	# of Utah Employees	Services Offered	Top Local Executive	Year Founded
<b>The Salt Palace Convention Center</b>	100 N. West Temple Salt Lake City	385-468-2222 DND saltpalace.com	64	679,000	DND	174+	125	Full service convention center including 10 exhibit halls	Dan Hayes	1969
<b>The Grand America Hotel</b>	555 S. Main St. Salt Lake City	801-258-6000 801-258-6911 grandamerica.com	35	75,000	365	1,500	750	Concierge, valet parking, complimentary WiFi, spa, business center, Jou-Jou, La Bonne Vie	Bruce Fery	2001
<b>Miller Motorsports Park</b>	2901 N. Sheep Ln. Tooele	435-277-8000 435-277-8008 millermotorsportspark. com	32	55,000	365	625	75	Team building, meeting space, catering, driving/riding school programs, off-road programs, go-karting, zipline	Bryan Detweiler	2006
<b>Snowbird Ski and Summer Resort</b>	Highway 210 Snowbird	1-800-882-4766 DND snowbirdmeetings.com	32	50,000	365	395	fluctuates seasonally	Indoor/outdoor locations, banquets/ catering, restaurants, lodging, skiing/ snowboarding/snowshoeing, event tent, wireless internet, spa, shopping	Bob Bonar	1971
<b>Deer Valley Resort</b>	2250 Deer Valley Dr. S. Park City	800-424-3700 435-645-6939 deervalley.com	31	47,379	365	1,771	2,600	Lodging, banquets, meetings, weddings, reunions, skiing, ski lessons, equipment rental, licensed daycare, children's programs on and off slope, ski races, private First Tracks, snowmobiling, on-site shops, lift served mtn bike and hike, rental bikes, concerts and events	Dirk Beal	1981
<b>Davis Conference Center</b>	1651 N. 700 W. Layton	801-416-8888 801-416-8877 davisconferencecenter. com	22	70,000	DND	DND	DND	In-house audio-visual equipment and management, wireless high speed internet, drop down screens, built-in LCD projectors, dining/catering services	Scott F. Lunt	DND
<b>Sheraton Salt Lake City Hotel</b>	150 W. 500 S. Salt Lake City	801-401-2000 801-531-0705 sheraton.com/ saltlakecity	22	33,000	300	700+	165	Conveniently located in the heart of downtown, 24-hour front desk service, complimentary airport shuttle, free WiFi, Free PC work station	DND	2009
<b>Little America Hotel</b>	500 S. Main St. Salt Lake City	801-596-5700 801-596-5911 littleamerica.com/slc	21	25,655	365	1,500	7,500	Valet parking, complimentary WiFi, 2 swimming pools, including indoor/ outdoor pool	Ed Box	1945
<b>Provo Marriott Hotel &amp; Conference Center</b>	101 W. 100 N. Provo	801-377-4700 801-377-4708 provomariott.com	20	28,000	335	800+	145	Full service hotel and conference center. Only Utah IACC approved location	John Garfield	1983
<b>Hilton Salt Lake City</b>	255 S. West Temple Salt Lake City	801-328-2000 801-238-4888 hiltonsaltlakecity.com	19	24,000	365	DND	350	PSAV Audio/Visual Equipment, 24- hour business center, complimentary printing service, express mail, video conferencing available, event services managers organizing your event, catering services, etc.	Melissa Deveraux	1984
<b>Ogden Eccles Conference Center</b>	2415 Washington Blvd. Ogden	801-689-8600 801-689-8651 oeccutah.com	16	80,092	352	201	74	Conference, meeting, exhibits, exclusive catering by SAVOR by SMG	Ross Reeder	1997
<b>Salt Lake Marriott City Center</b>	220 S. State St. Salt Lake City	801-961-8700 801-961-8704 marriott.com/slccc	14	15,119	365	697	197	Food and beverage, audiovisual, certified meeting planners, marriott reward points	Doug Koob	2000
<b>South Towne Exposition Center</b>	9575 S. State Street Sandy	385-468-2260 385-468-2275 southtowneexpo.com	14	258,000	314	205	30	Space for expos, meetings, etc., set up of tables, chairs, equipment, banners, event manager, cleaning, in-house food service and concessions, in-house AV company	Dan Hayes	2000

# Top Meeting Facilities in Utah

Ranked by Number of Breakout Rooms

Page 2

Company Name	Address	Phone Fax Web	# of Breakout Rooms	# of Usable Square Feet	# of Days in Service in 2011	# of Events Hosted in 2011	# of Utah Employees	Services Offered	Top Local Executive	Year Founded
<b>Hilton Salt Lake City Airport</b> 5151 Wiley Post Way Salt Lake City		801-539-1515 801-539-1113 hiltonslc.com	11	13,000		DND		Full service		DND
				365		130	DND			
<b>Joseph Smith Memorial Building</b> 15 E. South Temple Salt Lake City		801-539-3130 801-539-3117 templesquare hospitality.com	11	18,000		4,500		Wedding ceremonies, receptions, lunches, dinners, business meetings, social events and take out	Dianne M. Theurel	DND
				305		110	DND			
<b>Lion House</b> 63 E. South Temple Salt Lake City		801-363-5466 801-539-3256 templesquare hospitality.com	8	5,000		1830		Wedding lunches, dinners and receptions; business meetings, social events and children's birthday parties	Dianne M. Theurel	DND
				305		78	DND			
<b>Red Mountain Resorts</b> 1275 E. Red Mountain Circle Ivins		435-673-4905 435-652-5777 redmountainresort.com	3	3,000		100		Outdoor venues, outdoor group adventures, catering-health conscious	Tracey Welsh	
				365		250	1998			
<b>Devereaux Mansion</b> 340 West South Temple Salt Lake City		801-539-3130 801-363-5466 templesquare hospitality.com	DND	DND		DND		Wedding ceremonies, receptions, lunches, dinners, business meetings	Dianne M. Theurel	
				305		110	DND			
<b>Hampton Inn Sandy</b> 10690 Holiday Park Dr. Sandy		801-571-0800 801-572-0708 sandyut.hamptoninn.com	DND	900		DND		Catering, AV equipment staff		DND
				365		36	1991			

**Enterprise**  
UTAH'S BUSINESS JOURNAL

DND= Did Not Disclose N/A= Not Available  
Please note that some firms chose not to respond, or failed to respond in time to our inquiries.  
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## • Calendar •

• Jan. 23, 11 a.m.-2 p.m. **Business Marketplace**, presented by the Sandy Area Chamber of Commerce. The event is open to all business professionals and owners, both chamber members and nonmembers. Hundreds of businesses are expected to attend. Location is the South Towne Expo Center, 9575 S. State St., Sandy. Free. For more information, contact Jevine Lane at [jevine@sandy-chamber.com](mailto:jevine@sandy-chamber.com).

• Jan. 23, 11:30 a.m.: **Chamber Benefits 101**, presented by ChamberWest, the chamber of commerce serving West Valley City, Taylorsville and Kearns. Location is the Arbor Manor Reception Center, 2888 W. 4700 S., West Valley City. Free. RSVP at [www.chamberwest.org](http://www.chamberwest.org) or by calling (801) 977-8755. Lunch included.

• Jan. 24, 8 a.m.-noon: **"Implement 10 Best HR Practices,"** sponsored by The Employers Council. Topics will include employee handbooks, E-Verify, employee engagement, social media, multigenerational workers, worker classification, workforce training, strategic HR,

leadership development and total rewards. Location is the Radisson Hotel, 215 W. South Temple, Salt Lake City. Cost is \$135 for council members, \$215 for nonmembers. Price includes materials, parking and full breakfast buffet. Download the registration form at <http://ecutah.org/2013resolutions.pdf>.

• Jan. 24, 7:30-9:15 a.m.: **Economy Review**, presented by ChamberWest, the chamber of commerce serving West Valley City, Taylorsville and Kearns. Local economists will consider Utah's economic high points and low points. Attendees will receive the 2013 Utah Economic Outlook, a consensus view of where the state's economy is headed over the next 12 months. Location is the Hilton Salt Lake City, 255 S. West Temple. Cost is \$45. RSVP online at [chamberwest.org/economyreview](http://chamberwest.org/economyreview) or by calling (801) 977-8755. Breakfast included.

• Jan. 24, 11:30 a.m.: **Lunch and Learn**, presented by ChamberWest, the chamber of commerce serving West Valley City, Taylorsville and Kearns. John Bradshaw of Business

Performance Group will discuss secrets of both finding and closing sales. Location is Embassy Suites, 2800 W. 3500 S., West Valley City, Promenade Meeting Room. Cost is \$20. Register at [chamberwest.org/rsvp](http://chamberwest.org/rsvp) or [rsvp@chamberwest.org](mailto:rsvp@chamberwest.org).

• Jan. 25, 4-6 p.m.: **"Can B Corporations Boost Responsible Business in Utah?"** sponsored by Net Impact Utah. Speakers will include Salt Lake City Mayor Ralph Becker, community development manager Anay Fyfe, Vincent Stanley of Patagonia, Mandy Cabot of Dansko and Brian Linton of United by Blue. Location is Harmons at City Creek, cafe mezzanine level, 135 E. 100 S., Salt Lake City. Free and open to the public. Sign up at [eventbrite.com/event/3676079552#](http://eventbrite.com/event/3676079552#) or contact Steve Klass at [steve@netimpactutah.org](mailto:steve@netimpactutah.org).

• Jan. 30, 6 p.m.: **South Jordan Chamber of Commerce Vision Dinner**. South Jordan Mayor Scott L. Osborne will deliver the State of the City and the guest speaker will be Amy Rees Anderson, founder and managing partner of REES Capital,

a mentoring and angel investing firm. Location is Megaplex at the District in South Jordan. Cost is \$60. For more information contact Shelley Potts at (801) 253-5200.

• Jan. 31, 7 a.m.-noon: **2013 NAIOPICCIMUtah Commercial Real Estate Symposium**, presented by the Utah chapters of NAIOP and CCIM. Keynote speaker will be Dr. Mark Dotzour, chief economist and director of research for the Real Estate Center at Texas A&M University. This year's focus, "Utah, Built for Success," will include reviews and forecasts for capital markets and the industrial, investment, office, retail and multi-family market sectors. Location is the Hilton Salt Lake City Center, 255 S. West Temple. Cost is \$125; a NAIOP or CCIM registration discount is available. Register at <http://bit.ly/2013UTsymposium>.

• Feb. 1, 7:45 a.m.-1:30 p.m.: **Fourth annual Enterprise Risk Management Symposium**, presented by KPMG, Marsh and Stoel Rives LLP. Event is titled "Expecting the Unexpected" and will feature breakfast keynote speaker Dwight Kartchner, response consultant at Control

Risks, and lunch keynote speaker Greg Miller, chief executive officer of the Larry H. Miller Group of Companies. Other speakers will address issues affecting enterprise risk management programs. Location is Salt Lake City Marriott City Center, 200 S. State St., Salt Lake City. Cost is \$99, which includes breakfast, lunch, symposium and parking. Details are available by contacting Melanie Williamson, program coordinator, at (801) 715-6662 or [mwilliamson@stoel.com](mailto:mwilliamson@stoel.com).

• Feb. 6, 7:30 a.m.-4:30 p.m.: **29th annual Information Technology Conference**, part of Utah State University's "Partners in Business" program. Keynote speakers include Steven John, strategic information officer for Workday; Narayan Desai, principal experimental systems engineer in mathematics and computer science at Argonne National Laboratory; Rick Velasquez, core services application manager for the Church of Jesus Christ of Latter-day Saints; Nicole Forsgren Velasquez, assistant professor in *see CALENDAR page 10*



## Are you making sales or measuring sales activity?

The amount of time management spends measuring sales activity and salespeople (or dumber, the ROI of some investment they made in CRM) is generally wasted effort.

The same amount of time could be invested in making millions of dollars worth of sales if the salesperson was just pointed in the right direction and trained what “to produce” rather than what “to do.”

How do you measure sales success?

What’s on your sales dashboard?

What’s on your manager’s sales dashboard?

Most dashboards (big-picture numbers) are full of useless information that only lead to depression and posting your resume online under an assumed name. Result: You can get another sales job using some other useless dashboard. It’s not only frustrating; it’s also career stifling.

Maybe I’m old-fashioned, but I measure sales in four ways:

1. How many sales did you make?
2. What was the dollar amount?
3. What was the profit?
4. What was the source of the sale?

All other measurements pale by comparison.

There are many sales managers who measure “activity.” Complete waste of time. If you’re comparing a salesperson who makes 100 cold calls a day but zero sales to a salesperson who makes one appointed sales call from a referral and makes one sale, what’s the measurement?

Will the manager yell at the guy who made the sale? Will the manager congratulate the salesperson who made 100 cold calls but no sale? The 100 cold calls completed the activity requirement, but had a zero return, yet his dashboard will show he made 100 cold calls.

The manager will say, “Great job Bob! Keep up the good work. It’s all in the numbers, and eventually your numbers will catch up to your activity.” This is not just absurd, it’s also pathetic.

And worse, the sales manager will criticize the guy who made the sale because he wasn’t “active enough.”

I may be old-fashioned, but I’m pragmatic, especially about the sales process. Measure sales, not activity. Measure dollars, not activity. Measure profit, not activity. Document sources, not activity.

I don’t care about activity, even though activity may eventually lead to results. The real question is: what kind of results? If you have to measure a salesperson’s daily activity, you have hired the wrong salesperson or (worse) the wrong manager.

I don’t want activity. I want proactivity.

I don’t want activity. I want productivity.

I don’t want activity. I want profit.

When you understand the difference between activity, proactivity, productivity and profit, then and only then will you understand the difference between a useless cold call and the power of an unsolicited referral. The cold call is an activity. An unsolicited referral is productivity and profit.

A salesperson or a sales manager looking at activity without understanding what the activity actually is, or produces, is basically staring at a black hole — and worse, blaming some *one* or some *thing*, rather than taking

responsibility to study “What am I doing with my time?” or better “How am I investing my time?”

Here are some measurements to uncover reality:

- Is this the highest, best use of my time?
- Will this produce the best results for my invested time?
- Is there a better way for me to achieve a higher result?
- Am I frustrated with this activity?
- Is this activity producing sales?
- Is this activity producing profit?
- Is this activity getting to my attitude?
- Am I being rejected so often that I’m becoming reluctant to pick up the phone?
- When I go home at night, what’s my feeling about my job?
  - When I go home at night, what’s my feeling about my boss?
  - When I go home at night, what’s my feeling about my future?

The combination of these questions could be the best use-of-time tool ever created. If you know me, you know that other than cold calling, I consider an all-day course on time management to be the biggest waste of time on the planet.

“Highest and best use of time,” ties together perfectly, with “productivity,” and has nothing to do with “activity.”

Now that I’ve buried activity, time management and cold calls, it’s time to move on to pipeline.

When The Tubes recorded “*The Completion Backward Principle*” in the early ’80s, their hit song, “Talk to You Later,” was a satirical comment on how backwards politics was. So, they started at the core and worked forward to society.

I created a similar backward principle on accident in the early ’60s. I was running my dad’s kitchen cabinet factory, and the output production goal was 200 cabinet doors per day. Somehow I knew if we didn’t cut and prepare 200 doors a day we could never produce them. So I started with “cutting” rather than measuring activity.

Surprise, surprise, once I “measured” 200 doors cut, I ended the day with 200 doors produced. No rocket science there.

It’s the same in sales. If your goal is two sales a week, and it takes four appointments to get one sale, then you need eight appointments. If it takes four calls to make one appointment, then the goal is not two sales, the mission is 32 calls.

Got activity? Or got sales?

Get real.

Jeffrey Gitomer is the author of *The Sales Bible*, *Customer Satisfaction is Worthless*, *Customer Loyalty is Priceless*, *The Little Red Book of Selling*, *The Little Red Book of Sales Answers*, *The Little Black Book of Connections*, *The Little Gold Book of YES! Attitude*, *The Little Green Book of Getting Your Way*, *The Little Platinum Book of Cha-Ching*, *The Little Teal Book of Trust*, *The Little Book of Leadership*, and *Social BOOM!* His website, [www.gitomer.com](http://www.gitomer.com), will lead you to more information about training and seminars, or e-mail him personally at [salesman@gitomer.com](mailto:salesman@gitomer.com).

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Jeffrey Gitomer

## Your bottom line: consider the defined contribution pension plan

Every year most U.S. citizens have the obligation of filing an income tax return. Hopefully before the filing deadline, taxpayers try to frantically figure out a way to pay what they still owe even though feelings of frustration linger as they consider the federal deficit. Income taxes for small-business owners and their employees are rising with health care and Social Security costs.

The divided Congress, along with our re-elected president, averted the U.S. fiscal cliff, but there is still the problem with the national debt. If the federal deficit (from seemingly perpetual spending above taxation proceeds) keeps rising, why doesn’t Congress figure a way to cut expenditures? Raising tax rates, reducing deductions or new surcharges are ways to increase government revenue, but will likely promote higher unemployment.

What are hard-working taxpayers or thriving business owners to do about this impending tax burden? A good start would be to reposition yourself with a tax saving plan that will also allow you to put more away in your retirement with a pension plan that has defined contribution attributes. This type of retirement plan allows you to keep more of your earnings under your control and realize retirement earlier than planned.

*Depending on your particular income, age and employee demographics, the right retirement plan could produce an additional \$50,000 to \$200,000 deduction per year and reduce your tax burden by perhaps \$15,000 to \$100,000.*

Undoubtedly, many of you have set up or are contributing to an IRA or 401(k) plan. Although these are typical options for an employee, the business owner or independent contractor has more options to consider. Depending on your particular income, age and employee demographics, the right retirement plan could produce an additional \$50,000 to \$200,000 deduction per year and reduce your tax burden by perhaps \$15,000 to \$100,000.

In 2013 there will be at least two new surtaxes: (1) An investment income surtax — a new 3.8 percent surtax on investment income for those with modi-

fied adjusted gross income (AGI) of more than \$250,000 (filing married) or \$200,000 (filing single). Investment income includes dividends, interest, capital gains, annuities, royalties, rents and passive activity income. It does not include distributions from IRAs or other retirement accounts. (2) A Medicare surtax — for high-income earners (with modified AGI listed above), there will be a higher Medicare tax rate. Households



Bob Vonderharr

with modified AGI above the thresholds mentioned above will incur a Medicare rate of 2.35 percent assessed on incomes above the \$450,000 (filing married) and \$400,000 (filing single) thresholds.

Long-term capital gains and qualifying dividend rates: for high-income earners (taxpayers filing married with incomes exceeding \$450,000 and single filers with incomes exceeding \$400,000) will have capital gain and qualifying dividend income tax rates increase from 15 to 20 percent. Non-high income earners below the above-stated income thresholds will have capital gain/dividend income tax rates which will remain at the 2012 level of 15 percent.

Now back to the all-important defined contribution pension plan. The focus must be on current year deductions with future year benefits for your retirement account. In a defined contribution plan an employee can set aside up to \$17,000 of their salary as a deferral, meaning they don’t pay taxes on it now. If you are age 50 or above you can contribute an additional \$5,500. With full employer participation, \$55,500 can be put into the pension plan, tax deductible.

Let’s assume you as a business owner can put \$55,000 into your retirement account and you are in the 40 percent combined federal and state tax bracket. Under this assumption, your \$55,000 contribution would be funded with \$33,000 from your business income and \$22,000 in lower tax payments since the aggregate \$55,000 retirement plan contribution isn’t subject to taxation.

The election is over; higher taxes are coming. Tax planning strategies need your attention today. Take a serious look at adopting a defined contribution pension plan for your business.

Bob Vonderharr, a licensed CPA, is a tax and investment advisor. Call him at (801) 633-4321, or email him at [vonderharr@wvapro.com](mailto:vonderharr@wvapro.com).

Examples shown, including different percentages and tax brackets, are provided for illustration purposes only and may not be representative of your specific tax situation. Tax services provided by Vonderharr Wagner Associates LLC, a Utah CPA firm. Advisory services through Valued Wealth Advisors LLC, a Registered Investment Advisor. Securities offered through Independent Financial Group, LLC (IFG). Member FINRA/SIPC. Vonderharr Wagner Associates, LLC and Valued Wealth Advisors are not affiliated entities of IFG.

## CALENDAR

from page 8

the Jon M. Huntsman School of Business at USU; and Alan Hall, founder and chief executive officer of MarketStar Corp. Location is the Eccles Conference Center at USU. Cost is \$325. Details are at [partners.usu.edu](http://partners.usu.edu).

• Feb. 6-8: **29th annual Investors Choice Venture Capital Conference**, hosted by the Wayne Brown Institute. Activities include an evening reception Feb. 6, all-

day conference Feb. 7 and a ski day Feb. 8. Participating companies will be seeking angel, A or B round financing. Location is the Zermatt Resort & Spa, 784 W. Resort Drive, Midway. Attendance fees vary. Details are at [www.venturecapital.org/vc-events-investors-choice](http://www.venturecapital.org/vc-events-investors-choice).

• Feb. 14, 11:30 a.m.: **Building Owners and Managers Association (BOMA Utah) monthly luncheon**. Guest speaker will be Michael Nascimento. Location is the Grand America

Hotel, 555 S. Main St., Salt Lake City. Free for BOMA members, nonmembers pay \$45. Register at [www.BOMAUtah.org](http://www.BOMAUtah.org).

• March 4, 11 a.m.: **Intermountain Association for Corporate Growth Capital Connection and Deal Source**. The conference connects private equity groups with middle market businesses and the intermediaries who work with them across the Intermountain West. Luncheon keynote speaker will be Michael O. Leavitt, formerly governor

of Utah and Secretary of Health and Human Services. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Register at <http://www.acg.org/utah/2013acguthahintermountainconferenceandacgcapitalconnection.aspx>.

• March 19, 7-9 p.m.: **“Power, Persuasion & Purpose: Preparing & Arming the Next Generation to Compete and Succeed Globally.”** Cari E. Guittard, founding principal at Global Engagement Partners, will discuss the weapons of global influ-

ence and global mindsets. Guittard teaches graduate courses in corporate diplomacy and geopolitics for the University of Southern California Annenberg School and courses in international negotiations and women’s leadership for the Hult MBA School in Dubai. Location is the Bill and Vieve Gore Concert Hall at Westminster College, 1840 S. 1300 E., Salt Lake City. Event is free and open to the public. Details are at [utahdiplomacy.org/events](http://utahdiplomacy.org/events).



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# Executive Lifestyle

## Cruising Alaska

Believe it or not, one of the hottest buys in the vacation world right now is Alaska. Travel experts tell me that during the first four months of the year more than half of the year's vacations will be booked, and that one of the most popular destinations for a summer vacation is Alaska, particularly on a cruise ship.

The interesting thing to me about Alaska cruises is the fact that over the last 20 years, the prices have gone way down. In the early 1990s, inside cabins were typically being sold for between \$1,500 and \$2,000. These days, a seven-day cruise through the "Inside Passage" roundtrip from Seattle can go for as low as \$699 during the peak month of July, and \$479 in May. That latter price is \$68 per day. You can't stay at Motel 6 and eat at McDonald's for 68 bucks a day.

If you are thinking about an Alaska cruise for this coming summer, you'd better get cracking, because cabins, or "state-rooms" as the cruise industry likes to refer to them, are filling up. Here are a few things you should know.

First, there are three general categories of staterooms on a cruise ship: inside, outside with a picture window, and outside with



Don Shafer

a veranda or balcony. Suites could be categorized with balcony cabins, but simply larger ones.

Second, there are three major types or differences between various Alaska cruises: Inside Passage, north-south and cruise-tours.

All of them take in the "Inside Passage," but usually that term ("Inside Passage") means a round-trip cruise from Seattle that includes Ketchikan, Juneau, Skagway and either Glacier Bay or Hubbard Glacier (or both). The advantage to the round trip Seattle cruises is that airfares to Seattle are much less expensive than those to Vancouver, B.C. The disadvantage is you don't go to Vancouver, which in my opinion is one of the most beautiful cities in the world, or at least in North

America.

Another type of cruise is the north-south or south-north, which starts in either Whittier or Seward and ends in Vancouver, or vice versa. The advantage to these cruises is they are almost always less expensive. The disadvantage is the airfare, which would involve flying into Anchorage and shuttling to either Seward or Whittier and then flying home from Vancouver (or Seattle after a shuttle from British Columbia) — or doing it the other way around. In this case the itinerary would perhaps include College Fjord instead of Glacier Bay or Hubbard Glacier, but other ports of call would be the same as those on a round trip Seattle cruise. The air travel and shuttle expenses would probably be at least as much if not more than the cost of the cruise.

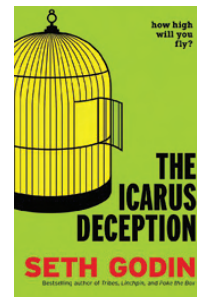
The third type is called a cruise-tour, which will always be longer than seven days, because it not only includes a north-south or south-north cruise but a land package that would take in Denali National Park and Mount McKinley, as well as perhaps Fairbanks and/or Keenai. The tour would be at the front end of a north to south cruise or the back end of a south to north one.

Princess Cruises pioneered

see SHAFER next page

## Escape winter's chill with these three fine business books

(Editor's note: Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market.)



*The Icarus Deception: How High Will You Fly?*

By Seth Godin, Portfolio

256 pages, \$24.95, Hardcover

Most of us remember the "creative types" in school, the ones who wore odd clothes and listened to strange music. Fast-forward and we now find ourselves in a position that requires us to be creative, to solve problems, to invent new things and ways of doing things, to inspire people, and more. But since we viewed that ability as belonging to a particular social group for most of our lives, we think we lack it.

Seth Godin's new book, *The Icarus Deception: How High Will You Fly?* tells us that we've been misled. Just as the mythical character Icarus was told not to fly too close to the sun or too close to the ground, we have been encouraged to stay in the middle, to be comfortable, to trust in and rely on the systems that have instructed us. But that system and the comfort zone it provided is now deteriorating around us — everything we learned is wrong.

The good news, according to Godin, is that once we realize this, we can change.

Think about the last meeting you attended, when the moderator asked "does anyone have any suggestions?" Godin sets the scene:

"Silence. Sidelong glances, perhaps some shuffling of papers, but still, silence.

"Really?"

"All these highly trained, well-paid, and respected people in a room and not one person has

something to contribute? I doubt it.

"Stick around for a few minutes, and if the moderator has earned any trust at all, someone speaks up. And if that person isn't summarily executed, someone else speaks up. And then more people. Until finally, the room is filled with energy, a buzz that you can feel. Finally, we're permitted to be human, to end the silence, to share our best work.

"Amazingly, everyone in the room is capable of seeing and analyzing and solving.

"Everyone in the room is capable of passion. Everyone in the room can care enough to do something — if they can overthrow the self-induced, systemically amplified censor that keeps them in line."

We all have ideas and intelligence and passion, we just need to allow ourselves to stand up and speak out. The Industrial Age and its factories *required* quiet productivity and standardization, and the people who worked in those factories were certainly no exception. The Industrial Age is over.

We live in a different time now, which Godin calls "the connection economy." Connections involve people, but they also involve ideas, and as we make connections we create rather than replicate. Whether we're flight attendants, salespeople, wait staff, managers or painters, we can all make connections. We can all make art.

Many books on creativity and innovation look at how to think differently, and this book certainly does that. The difference here is how Godin analyzes why we think the way we do, what our fears are, and identifies what is blocking our creativity. All the brainstorming in the world won't create new ideas when those generating them won't fly too high for fear of burning their wings. Unlike Icarus, our wings won't get burned. It's time to fly higher, and as usual, Godin leads us there.

*To Sell is Human: The Surprising Truth about Moving Others*  
By Daniel H. Pink, Riverhead Books


272 pages, \$26.95, Hardcover

Dan Pink dedicates his new book, *To Sell is Human*, to book-sellers. As one of those book-sellers that Pink kindly acknowl-

see BOOKS next page

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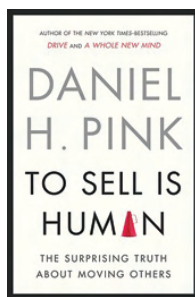
from previous page

the cruise-tour and they actually own and manage several lodges where their passengers stay during their tours, and these lodges are reminiscent of those found in places like Yellowstone, Bryce Canyon, Yosemite, Grand Canyon, et al. I love the feel of a lodge in a national park, so a tour involving several stays in such places, to say nothing of the gorgeous scenes around them, is particularly

## BOOKS

from previous page

edges, I long ago embraced my seller-self. But what is most intriguing about this book is how Pink recasts “selling” to show us that we are sellers in every aspect of our lives, whether we are convincing the kids to do their homework before dinner, our friends to splurge on a spontaneous trip to Las Vegas, or our bosses to sign off on a work project. The book’s epigraph (opening quote) from Arthur Miller’s *Death of a Salesman* sums it up nicely:



“The only thing you got in this world is what you can sell. And the funny thing is, you’re a salesman, and you don’t know that.”

In the first section of *To Sell is Human*, Pink provides the context:

“The very technologies that were supposed to obliterate salespeople have lowered the barriers to entry for small entrepreneurs and turned more of us into sellers.”

And, once Pink gets you on board with the idea that, regardless of your occupation, you are in sales, the second section of the book presents research on the psychological and sociological aspects of sales that can help put you in the right frame of mind. One of the greatest challenges of sales is learning to tolerate the high percentage of rejection, so you’ll “learn from a band of life insurance salespeople and some of the world’s premier social scientists what to do before, during, and after your sales encounters to remain afloat.” And finally, in the third section, Pink deals with the actionable nitty-gritty we all recognize sales to be: pitching, improvising, and serving.

Pink’s advice is doled out in digestible doses — brief sections, pithy paragraphs, amusing

appealing to me. Holland America, Celebrity, Royal Caribbean and now Norwegian Cruise Line all have cruise-tours which utilize local hotels for overnights. The touring by all of them is done in a combination of motor coaches and trains with domed cars so you don’t miss any of the spectacular scenery. The extra three to five days of touring is usually priced higher than the seven-day portion on the cruise ship, but everyone who has been on one of these visual feasts says it is well worth

anecdotes — that make taking our sales medicine all the more tolerable. And for all its sales talk, *To Sell is Human* is a large-hearted book. Sales, he concludes, should do one or both of two things: improve a life, or improve the world. And I think our business book world is indeed improved by the addition of Dan Pink’s *To Sell is Human*.

*APE: How to Publish a Book*

By Guy Kawasaki and Shawn Welch, self-published via Nononina Press

323 pages, \$9.99, e-book/POD

Choosing a self-published ebook for this review is unprecedented. Choosing to recommend a book about self-publishing is also pretty odd, since we make our livelihood selling books with paper pages and highly designed covers and a traditional publisher behind the scenes. But, this is no ordinary ebook. *APE* — which stands for Author, Publisher, Entrepreneur — is the brainchild of the formidable Guy Kawasaki and co-creator Shawn Welch, and it contains more than 300 pages of how authors who forgo the traditional publisher route (by choice or not) can put out a book that they can be proud of and gets noticed.

In the first section of the book (think A is for Author), Kawasaki and Welch present the predicament of publishing a book: lots of people want to write one, but it isn’t easy to get picked up by traditional publishers, and even if your book should be, it’s pretty hard to gain visibility in the over-crowded inboxes of agents and editorial assistants. The other route, self-publishing, tends to produce substandard books because authors shy away from the extra costs of editors, copywriters and designers. In other words, the fantasy of traditional publishing is just that for most, a fantasy, and the disappointments of self-publishing are many. But if you adopt the “artisanal” approach that Kawasaki and Welch recommend, you can avoid the pitfalls of most self-published books and be the sole owner/controller of the results.

*APE* leans heavily toward the self-publishing option, but it isn’t an easy road, and the authors make that clear. Self-publishing

it. Your flight on a majority of these ventures would involve flying into or out of Fairbanks.

Anyway you do it, an Alaska cruise is one of the most popular cruises in the world.

Don Shafer has been hosting radio travel shows in Salt Lake City for more than a dozen years, and was taught everything he knows by travel experts he has interviewed. Although some have called him “The Travel Doctor,” he holds a Ph.D. in a totally unrelated field, religion.



offers the ability to take control over the fate of one’s book through Democratization (the door is open, you just have to walk in), Determination (succeed or fail on your book’s own merits), and Disintermediation (no need for middle men). But the authors emphasize one particular point throughout: you will be on your own, and if you want a team of people to help you create the best product and promote it, you’ll need to hire them yourselves.

The second section of *APE* (P for Publishing), tackles how the author turns the words into an actual book. This is many authors’ favorite stage, including Guy and Shawn:

“The editing process is my favorite stage of a book because it’s like a sculptor removing excess stone to bring out the art. You’ll learn that the key to a great book is editing — grinding, buffing, and polishing — not writing.”

They then dig into technical issues of financing, editing, designing (both formatting and cover), distributing, selling and promoting.

The final section (E for Entrepreneur), centers around how the author/publisher now needs to become the primary promoter of the book by developing a platform, an online following, and basically doing continual legwork both literal and digital.

The strength of *APE* is the potential for practical application by thousands of striving writers with singularly good ideas, as well as the truly balanced pro-con nature of the advice, but what “sells” the e-book is Guy and Shawn’s friendly and informal voice. Kawasaki is a true superstar in the business book and social media world, and he knows a great deal, but throughout *APE* the authors never make you feel as if you can’t do what he has done.

## From the White House to your house: changes pertaining to retirement programs taxes and the economy

As President Barack Obama kicks off his new term in the White House, many are speculating on his agenda and how the next four years will compare to the last four. More specifically, how will another Obama administration affect American pocketbooks?

When it comes to public policy, it can be difficult to predict. We can, however, anticipate and prepare for what will likely take place over the next four years. You can make changes to some key areas in your personal finances now so that you can reap the most reward from changes to public policy in the future.

Below are key policies that have recently been enacted or are under review and insight as to what you can do to limit the negative and enhance the positive impacts of these recent and proposed changes.

### Retirement Programs

Retirement programs were some of the most popular topics during the campaign. During his first term, the president created policies affecting Medicare, including cutting \$716 billion in the future growth of Medicare spending, with the goal of prolonging the life of the Medicare trust fund by encouraging hospitals to become more efficient. He also closed the “doughnut hole” in prescription drug coverage through the Affordable Care Act, which should be closed for good by 2020. Because of the fiscal cliff deal, payroll taxes for Social Security have been increased by 2 percent for employees to the pre-Bush level of 6.2 percent. Another tax will affect Medicare’s funding by levying a 0.9 percent Medicare tax on wages over \$200,000 (or \$250,000 for joint filers). The president will tackle other problems with retirement programs during the second term, including reconsidering his 2008 proposition to raise the cap on Social Security taxes from the first \$110,000 to \$250,000 of income.

The Social Security program will likely need a major overhaul in the future to close the deficit and make the program sustainable, which may include increasing the eligibility age or reducing benefits. You should treat the program as a supplement to your retirement income rather than a replacement. Nothing can replace the financial freedom that comes from building your own financial nest egg for retirement.

### Taxes

One of the main campaign points of President Obama was asking the wealthy to pay a little more in taxes to help tackle the deficit. As part of the Affordable Care Act, this year marks the beginning of an additional 3.8 percent Medicare tax levied on unearned income in excess of \$200,000 (or \$250,000 if married and filing jointly), on top of long-term capital gains and qualified dividend taxes. This additional tax will be used to pay for health care reform.

Under the fiscal cliff deal, the following changes to the tax code have been made:

- Raising the income tax rate for earnings above \$400,000 (or \$450,000 if married filing jointly) to a high of 39.6 percent, but keeping the low current tax brackets for everyone else.
- Raising the top rate for long-term capi-

tal gains and qualified dividend taxes to 20 percent, up from 15 percent.

- Increasing the estate tax to 40 percent on inheritance over \$5 million.

Additional changes could be made during the president’s next four years:

- The implementation of the “Buffett Rule,” named after Warren Buffett, which would ensure that taxpayers earning more than \$1 million pay a minimum effective tax rate of 30 percent.

- Ending the tax break for high-income earners on interest from municipal bonds by levying a tax of up to 11.6 percent for bond holders with incomes above the 28 percent tax bracket.

While taxes afford us all that is great in this country, there is nothing patriotic in overpaying taxes.

Countable income determines your income tax rate, so do yourself the service of investing in your future through tax-deferred accounts such as retirement plans or fixed annuities. When investing in equities, don’t forget that you can carry your capital losses forward by \$3,000 per year as well, which can help take some of the bite out of the rising tax rates.

### The Economy

While showing signs of improvement, the economy polled as being the No. 1 concern of Americans during the campaign. The president has the following in store for the economy in his second term:

- The continuation of monetary easing, or the purchase of mortgage-backed securities by the Federal Reserve, which began in September, into 2013. The Fed wants to see sustained jobs growth and a consistent drop in the unemployment rate before it stops buying assets.

- Keeping interest rates “exceptionally low” until at least 2015 to encourage lending.

- Expanding programs to help homeowners, including the Home Affordable Refinance Program, for borrowers with little to no home equity.

Home ownership has always been the backbone of Americans’ wealth, and home equity used to be the retirement plan of many. With the Fed purchasing mortgage-back securities, the home market may continue to rebound, but there is a fear of inflation when new dollars flood the marketplace. It’s important to make sure your savings grow at least at the rate of inflation, but with interest rates staying low, you’ll be hard-pressed to find a bank paying 3 percent, the average rate of inflation.

Sean P. Lee is president and founder of SPL Financial Inc., Murray. He specializes in financial planning and assisting individuals with creating retirement income plans. Lee is an Investment Advisor Representative with Global Financial Private Capital LLC, a licensed life and health insurance professional, and holds a master of science in financial services (MSFS) from the Institute of Business & Finance and a bachelor of science in finance from Westminster College. For more information visit [www.SeanPLee.com](http://www.SeanPLee.com).



Sean Lee

## What can today be about?

I recently saw this ancient proverb from one of my friends’ Facebook posts:

“If you are depressed, you are living in the past;

“If you are anxious, you are living in the future;

“If you are at peace, you are living in the present.”

Every once in a while you catch something that really resonates and it helps you connect with a healthy perspective that either fortifies or adjusts your approach to each day. Case in point: when I have found myself down in the dumps from time to time, it’s amazing how often it related to my wishing my life was as care-free as it was when I was 10 years old. I have very few regrets, but memories from my childhood, which I cherish with all my heart, can sometimes make me want to close my eyes and travel back — just for a day. Fortunately, one of my very top goals in life is to do what I can to help my kids enjoy their childhood as much as I did. Today’s world makes it a lot tougher, but my wife and I are probably doing a pretty good job.

If anybody ever asked me if I would want to know what my life would look like in 10 or 20 years, I would likely run away screaming. Coinciding with the sentiment that “the journey is more valuable than the destination,” I just don’t want to know. Planning for the future is very smart and quite important, but seeing it is something I can do without. Is there not enough to worry about today? Are there not enough distractions that could ruin your positive intent? Personally, I’ve learned over the years to try not to worry about things I can’t control. Is that a struggle? Some days it certainly can be, but I find that mindset as valuable quite frequently.

So, that brings me to point of this piece. What day matters the most? As such, what can you/I do today to make a positive impact on one, two, 10 or X amount of people? What is so great is that it is completely up to you. I have often shared that I think there are two types of people in this world — those that get up every morning, look in the mirror and decide what they’re going to complain about, and those that get up every morning, look in the mirror and decide what they are going to accomplish. I like to associate with the latter. The driven inspire me; the entitled can stick it.

It is without hesitation that I believe your value each day is related to how many people you helped, inspired, supported, encouraged or made laugh. If there is a scorecard for life, maybe those could be a few of the evaluation criteria. Rudeness, impatience, ignorance and general frustration can infiltrate our days on a regular basis, but leaders rise above life’s daily grind and make an impact on others. Leaders are inspired to help others succeed. Leaders are gratified by the growth and empowerment of those around them. Leaders also surround themselves with trusted partners and genuine reciprocators — on principle, not for payback.

Those of us in the professional services industry engage with clients, col-

leagues and peers every day. That means there are likely dozens of opportunities each day to make your move and say, “Hey, how can I help you today?” Whether it’s task-oriented and inspiration-oriented, either effort will make both you and your recipient better off than when you started. Consider this: how much time does it take to make someone feel better and perhaps encourage them to strive harder for something you know they can do well but are hesitant to go for? I’d say about as much time as it took for you to read that question. Lots of little efforts throughout the day can add up to a “thumbs-up” grade from those who matter the most to you. Hearing “job well done” is a great motivator, but hearing a heartfelt “thank you for what you do” is just as powerful. Have you earned a “thank you” today? If not, I bet there’s still a chance or two.

No matter what your circumstances, today means everything. Will others enjoy seeing you today? Will others seek your advice today? Will others appreciate your enthusiasm today? Will others be inspired by your confidence in them today? Will others smile thinking about you today? Will others belly laugh because of you today? At the end of this day, if I know I’ve completed at least a few of these accomplishments, I will be at peace, and ready to take on tomorrow’s opportunities to do the same.

Michael T. Buell, FSMPS, CPSM is the marketing/client development director at Salt Lake-based MHTN Architects Inc., which provides vision-focused design engagements to education, health care, civic and corporate clients locally, regionally and around the world.



Michael Buell

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U.S. General Services Administration

## Preparedness is a cost of doing business

By Joe Dougherty

If you knew an earthquake or a flood planned to rear its ugly head in the coming week, what would you do to prepare? Every effort you would make would be aimed at saving product, protecting employees, securing your office, backing up documents and getting back online in recovery mode as fast as possible.

Mother Nature can disrupt our relatively stable lives with earthquakes, floods, tornadoes, power outages and more. Every year, seismologists at the University of Utah record around 800 quakes. Most of them aren't strong enough to be felt, but sometimes a community gets the reminder that most of the state's population lives right next to a sleeping giant. The Wasatch Fault has a major earthquake about every 350 years. The last one: 350 years ago.

A magnitude 7.0 earthquake that lasts for a minute in Salt Lake City would knock down about 10,000 buildings and cause \$70 billion in damage. More than 160 fires would start around the county, swiftly overwhelming the capacity of fire departments to respond. Roads and bridges would become impassible, not only making it nearly impossible to travel home, to school or to work, but also keeping firefighters, paramedics and police from getting to people

who need help. The only help may come from people in your building or possibly from a competitor.

Electricity and water would be out for weeks or months. Without refrigerators and freezers, food would rot and medicines would spoil. Anything that plugs in would be useless. About 2,300 people would die and 30,000 would be injured. Hospitals would be damaged and overcrowded.

This kind of event prompts serious questions:

- What kind of damage would your business sustain?
- How would your employees get to work?
- How would your employees get home?
- How long might they have to seek shelter at work?
- What emergency supplies are available at the office?
- How would your business's suppliers be affected?
- How would your customers be affected?

Imagine trying to reopen your doors after that kind of event. About 40 percent of businesses that close because of a natural disaster never reopen.

Sometimes, the last thing business owners and CEOs want to think about is adding another expense to the bottom line. Recovering from a disaster takes planning beforehand. And yes, it

*Sometimes, the last thing business owners and CEOs want to think about is adding another expense to the bottom line. Recovering from a disaster takes planning beforehand. And yes, it takes money. The best way to think about this is that preparedness is a cost of doing business.*

takes money. The best way to think about this is that preparedness is a cost of doing business.

Some of those costs could include insurance coverage, employee emergency kits, portable toilets or investing the time to take, or allow your employees to take, Community Emergency Response Team (CERT) training or CPR training.

It may mean empowering one employee to be your company's emergency management coordinator, creating a planning team or joining an organization such as the Association of Contingency Planners. It may mean taking time to practice your emergency plans.

It's not too late to make a New Year's resolution to be ready for disaster in 2013. Each month, *The Enterprise* and Be Ready Utah will

bring you in-depth articles about how to accomplish that resolution. We'll talk about continuity and emergency planning, practicing your emergency plans, improving cyber security, securing your buildings, and evacuating or sheltering employees. And of course, we're inviting you to participate in the Great Utah ShakeOut, Utah's annual statewide earthquake drill.

Perhaps the first step toward business preparedness is to register for the ShakeOut at [ShakeOut.org/Utah](http://ShakeOut.org/Utah). By allowing yourself to be counted, you will be among 1 million other Utahns — including local government, school districts, colleges and universities and various other businesses — who are committed to being prepared.

The ShakeOut can be a great first step to see how your organi-

zation responds to a mock disaster. Once you complete your own ShakeOut drill on April 17, go back to the drawing board to see where you can improve.

In 2012, nearly 1 million Utahns registered to participate, making Utah the state with the largest per capita participation of any ShakeOut. In 2013, we want to make that number grow. Registration allows you to receive further information about how to prepare. The website provides resources to help you plan your own drill and share the ShakeOut with your employees, friends and family.

Once you register, please share that you are participating in the ShakeOut.

Preparedness information is always located at [BeReadyUtah.gov](http://BeReadyUtah.gov). If you can't wait a year to get all the information we're going to bring you, you can always head over to the website.

If you have stories about how preparedness has been a benefit to your business, please share. We look forward to learning how we can all be better. Preparedness will help you get there.

Joe Dougherty is the spokesman for Be Ready Utah and the Utah Division of Emergency Management. He can be reached at [jdougherty@utah.gov](mailto:jdougherty@utah.gov).

## HOW READY IS YOUR BUSINESS?

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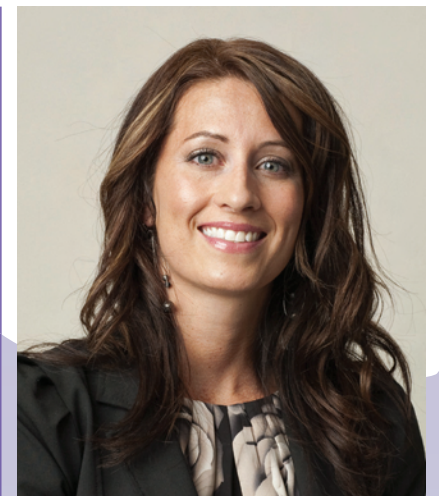
*"Influencing the success of the commercial real estate industry by advancing the achievements of women."*



Nicole C. Evans is a Partner with Ballard Spahr LLP in the Resort and Hotel Group. Her national, broad-based practice in resort and hospitality law includes resort and timeshare development, fractionals and other luxury real estate products, condominiums and condominium hotels, mixed-use and planned community developments, and analysis of club structures.

She frequently counsels owners, franchisors, and franchisees with respect to due diligence, branding and development of hospitality properties, and negotiation of hotel management agreements and franchise agreements. She is also involved in more traditional real estate and commercial work.

Ms. Evans has been involved in CREW since 2010 and has served on the Marketing and Sponsorship Committees. Ballard Spahr LLP is also a Gold Sponsor of CREW Utah. CREW Utah provides dynamic educational, philanthropic and networking opportunities. The CREW network cultivates business deals and provides a forum to discuss current developments in the commercial real estate industry.



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7370 S. CREEK RD #204A



**For Sale: \$275,000**

- High End Designer Finishes
- 2,268 Total SF (1,536 SF Office, 732 SF Storage)
- Custom Paint & Marble Tile
- Great for Owner/User or Available For Lease or Lease Option. Current Tenant Lease Expires 03/31/2013

**Kym McClelland**  
801-573-2828

**OFFICE CONDOS-2 SPACES LEFT!!**  
3895 W. 7800 S.-West Jordan



**Lease Rate: \$12.50 NNN**  
1,200 -1,372 RSF USF



- Across From Jordan Landing & Bangerter Hwy
- High End Finishes
- Light & Open

**GEORGE RICHARDS, CCIM 801-631-9963**

**Ideal Retail/Office Location!**



**1750 W 5000 S**

**Lease Rate: \$1,750/mo.**  
**Cam Charge: \$150/mo.**  
**SqFt: 2,000**

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

**1720 W 5000 S**

**Lease Rate: \$1,050/mo.**  
**SqFt: 1,225**

**SUE MARK**

**801-580-2378**

*Jordan River Professional Plaza*



**For Sale: \$110 RSF**

Price includes \$30 TI Allowance

**1258 W. South Jordan Parkway (10400 South)**

- New Office Condos
- **BANK OWNED**—Financing Available
- **1 SPACE LEFT: 4,211 RSF**

**George Richards, CCIM**  
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**



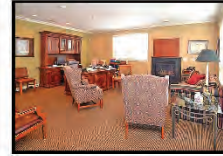
**Bountiful Office For Sale**

**144 North 100 West**



**\$189,900**

- 1,516 SqFt
- Private Reception Area
- 2 Rooms For Offices
- Large Break Room
- 2 Bathrooms
- Open Copy & File Room
- ADA Compliant



**Crystal Richardson -801-641-5687**

**COMMERCIAL LAND-DRAPER**



**14511 S. Minuteman Dr.**  
-\$699,900 (100 W)  
-10.234 Acres  
-East Of New DMV Building  
-Bank Owned-Make Offer



**114 W. Highland Dr.** (14600 S)  
-\$995,000  
-9.51 Acres  
Frontage On Highland Dr.

**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**

**Centrally Located Office Condo**

**1345 East 3875 South #204**



-1,316 Sq. Ft.  
-Medical Dental Usage

**For Sale: \$195,000**

**GEORGE RICHARDS, CCIM 801-631-9963**

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



- 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**



**3.4 Acres - \$1,200,000**

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

**Bijan Fakhrieh**  
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Monica

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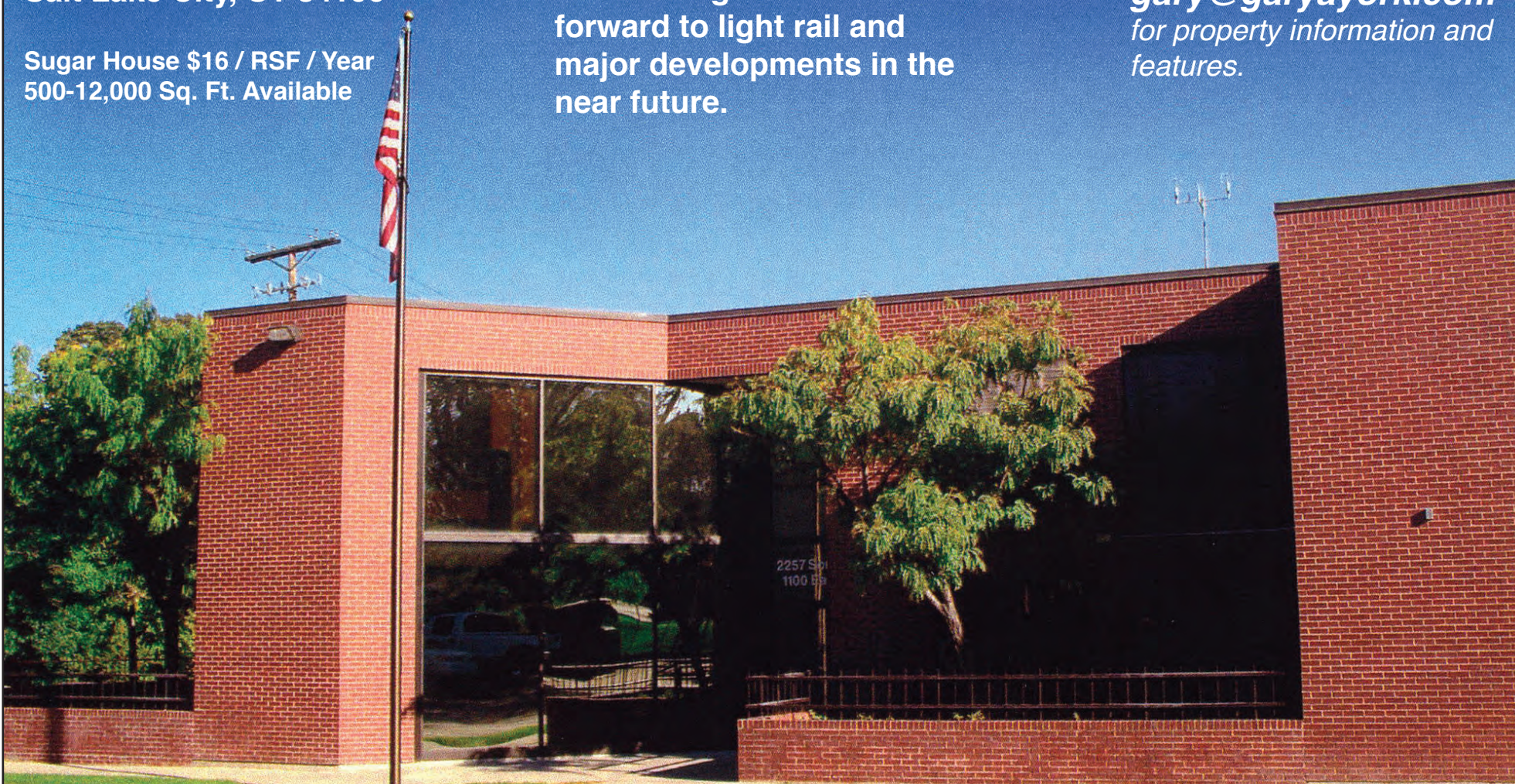
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## 'Most antagonistic' toward Israel? That would be Weinberger

When Republican Senator Lindsey Graham of South Carolina warned on national television recently that Chuck Hagel “would be the most antagonistic secretary of defense toward the state of Israel in our nation’s history,” either his memory served him very poorly or he was simply lying to smear his former Senate colleague. For whatever Hagel’s perspective on Mideast policy may be, it would be absurd to compare him with the Secretary of Defense whose hardline hostility toward Israel became notorious during the Reagan administration.



Joe Conason

That would be the late Caspar W. Weinberger, of course.

Weinberger, a long-time Reagan confidant, ran the Pentagon from 1981 until 1987, when he was forced to resign over his involvement in the cover-up of

the Iran-Contra affair (a ruinous scandal that involved the secret sale of missiles to the Iranian mullahs and the illegal transfer of profits from those sales to the Nicaraguan contra rebels — and that almost sent Weinberger to prison along with more than a dozen administration officials).

In contrast to other members of the Reagan cabinet known for their sympathy toward the Jewish state, including Secretary of State George Shultz and the president himself, Weinberger developed a reputation not only for opposing Israel’s interests directly but for seeking to prevent any action, including counter-terrorist operations, that might upset Arab allies of the United States. Until the Iran-Contra scandal broke in 1986, Weinberger was perhaps

best known for orchestrating the sale of AWACS jets — the highly advanced airborne surveillance, command and control system built by Boeing — to Saudi Arabia. Opposed by Israel and much of the American Jewish community, the Saudi AWACS deal generated enormous controversy.

Weinberger’s views on the Mideast were often said to derive from his career at Bechtel Corp., the mammoth international construction firm where, as general counsel, he had approved compliance with the Arab boycott of Israel. Construction in Saudi Arabia and other Arab states was a major source of profits for Bechtel, and the firm’s support of the boycott was so blatant that Edward Levi, a Republican attorney general, filed a civil lawsuit against the California-based company, which led to a consent decree and prolonged litigation.

Among the most outspoken

sources on Weinberger’s record was retired Marine Lt. Col. Oliver North, the former Reagan White House aide and intelligence operative who oversaw the Iran-Contra fiasco. In his 1992 memoir *Under Fire*, North explained what everyone in Washington had long known about the former Defense Secretary: (Weinberger) seemed to go out of his way to oppose Israel on any issue and to blame the Israelis for every problem in the Middle East. In our planning for counterterrorist operations, he apparently feared that if we went after Palestinian terrorists, we would offend and alienate Arab governments — particularly if we acted in cooperation with the Israelis.

Weinberger’s anti-Israel tilt was an underlying current in almost every Mideast issue. Some people explained it by pointing to his years with the Bechtel Corp. ...

Others believed it was more complicated, and had to do with his sensitivity about his own Jewish ancestry.

As an Episcopalian whose paternal grandparents converted to Christianity — and who later worked at Bechtel, a company with a terrible reputation for anti-Semitism — Weinberger’s personal feelings about Jews and Judaism may well have been “complicated.” But his record as defense secretary was straightforward enough — and considering that Graham is a self-styled expert on Reagan administration foreign policy, the South Carolina senator certainly ought to know it.

To find out more about Joe Conason, visit the Creators Syndicate website at [www.creators.com](http://www.creators.com).

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## Liberalism versus blacks

There is no question that liberals do an impressive job of expressing concern for blacks. But do the intentions expressed in their words match the actual consequences of their deeds?

San Francisco is a classic example of a city unexcelled in its liberalism. But the black population of San Francisco today is less than half of what it was back in 1970, even though the city's total population has grown.

Severe restrictions on building housing in San Francisco have driven rents and home prices so high that blacks and other people with low or moderate incomes have been driven out of the city. The same thing has happened in a number of other California communities dominated by liberals.

Liberals try to show their concern for the poor by raising the level of minimum wage laws. Yet they show no interest in hard

evidence that minimum wage laws create disastrous levels of unemployment among young blacks in this country, as such laws created high unemployment rates among young people in general in European countries.



Thomas Sowell

The black family survived centuries of slavery and generations of Jim Crow, but it has disintegrated in the wake of the liberals' expansion of the welfare state. Most black children grew up

in homes with two parents during all that time but most grow up with only one parent today.

Liberals have pushed affirmative action, supposedly for the benefit of blacks and other minorities. But two recent factual studies show that affirmative action in college admissions has led to black students with every qualification for success being artificially turned into failures by being mismatched with colleges for the

sake of racial body count.

The two most recent books that show this with hard facts are *Mismatch* by Richard Sander and Stuart Taylor Jr., and *Wounds That Will Not Heal* by Russell K. Nieli. My own book, *Affirmative Action Around the World*, shows the same thing with different evidence.

In all these cases, and many others, liberals take positions that make them look good and feel good — and show very little interest in the actual consequences for others, even when liberal policies are leaving havoc in their wake.

The current liberal crusade for more so-called “gun control” laws is more of the same. Factual studies over the years, both in the United States and in other countries, repeatedly show that “gun control” laws do not in fact reduce crimes committed with guns.

Cities with some of the tightest gun control laws in the nation have murder rates far above the national average. In the middle of the 20th century, New York had far

more restrictive gun control laws than London, but London had far less gun crime. Yet gun crimes in London skyrocketed after severe gun control laws were imposed over the next several decades.

Although gun control is not usually considered a racial issue, a wholly disproportionate number of Americans killed by guns are black. But here, as elsewhere, liberals' devotion to their ideology greatly exceeds their concern about what actually happens to flesh and blood human beings as a result of their ideology.

One of the most polarizing and counterproductive liberal crusades of the 20th century has been the decades-long busing crusade to send black children to predominantly white schools. The idea behind this goes back to the pronouncement by Chief Justice Earl Warren that “separate educational facilities are inherently unequal.”

Yet within walking distance of the Supreme Court where this pronouncement was made was

an all-black high school that had scored higher than two-thirds of the city's white high schools taking the same test — way back in 1899! But who cares about facts, when you are on a liberal crusade that makes you feel morally superior?

To challenge government-imposed racial segregation and discrimination is one thing. But to claim that blacks get a better education if they sit next to whites in school is something very different. And it is something that goes counter to the facts.

Many liberal ideas about race sound plausible, and it is understandable that these ideas might have been attractive 50 years ago. What is not understandable is how so many liberals can blindly ignore 50 years of evidence to the contrary since then.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University, Stanford, CA 94305.

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