

# THE Enterprise

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### THIS WEEK

**Catering firm establishes downtown SLC presence**  
See page 3.

**Metro office market enjoys good third quarter**  
See page 4.

• **Industry Briefs** •  
Begin on page 5.



**Executive Lifestyle**  
See page 9.

• **Calendar** •  
See page 16.

## Bike components firm to add more than 300 Ogden jobs

**By Brice Wallace**  
*The Enterprise*

ENVE Composites Inc., a carbon-fiber composite products company specializing in bicycle components, will add more than 300 jobs in the next few years as a result of getting an expansion incentive last week from the Governor's Office of Economic Development (GOED) board.

ENVE, based in Ogden, will add 324 jobs at its operations at Business Depot Ogden over the next seven years, with positions paying at least 25 percent above the Weber County average wage, including benefits.

The incentive from GOED is in the form of a tax credit of \$1.33 million. GOED documents indicate that the expansion will result in more than \$63 million in new wages and \$5.3 million in new state taxes over seven years.

"There are some companies

that are big that we incent; this is a cool company that will be big," said board chairman Mel Lavitt.

Founded in 2005, the company began by manufacturing composite tubes for custom bicycle frame-builders and later expanded its line of products to include wheels, seat posts, handlebars and stems. It produces all of its bicycle rims in the U.S. Its customers include international and domestic distributors and original equipment manufacturing (OEM) bicycle companies, aftermarket retail stores and individual consumers.

"This state incentive will allow us to aggressively compete with Asian manufacturing and begin the process of on-shoring jobs from Asia back to Ogden," Sarah Lehman, ENVE's chief executive officer, told the board. "What we are committed to is

see ENVE page 2

## Web platforms company to add positions in Utah County

**By Brice Wallace**  
*The Enterprise*

OrangeSoda Inc., a provider of Web-based platforms for small businesses, plans to add 100 full-time jobs and 50 part-time jobs and retain 139 full-time and 50 part-time jobs in Utah County.

The company, acquired earlier this year by Minnesota-based Deluxe Corp., announced the plans last week after it received an incentive from the Governor's Office of Economic Development (GOED) board.

"We are thrilled to partner with the GOED to create more jobs and opportunities for Utah's talented and unique workforce," Gregory A. Peterson, president and chief operations officer of OrangeSoda, said in a prepared statement. "This is just one more reason that Utah is the best place



to start and grow new companies."

OrangeSoda is currently looking at buildings throughout Utah County and has not yet chosen a final city for its expansion. GOED documents indicate the frontrunners for the new facility are American Fork, Lehi and Orem.

The incentive is in the form of a \$535,859 tax credit and a training incentive of up to \$150,000, the latter being coupled with a 50 percent match from the company.

The new full-time jobs will pay at least 25 percent more than the Utah County average wage,

see ORANGE page 2

## SnugZ USA plans new headquarters facility in Eagle Mountain



Artist's rendering of the proposed SnugZ facility, which will initially measure 94,700 square feet.

**By Barbara Rattle**  
*The Enterprise*

SnugZ USA, a West Valley City-based manufacturer of promotional products such as lanyards, lip balm and eyeglass retainers, plans to construct a new headquarters facility in Eagle Mountain.

Last week, the city's planning commission recommended approval of the company's plans to construct an approximately 95,000 square foot project on 9.7 acres north of SR 73 along a northern extension of Mt. Airey Drive. The development will consist of

a 94,700 square foot building, a 36,000 square foot future expansion area that will be grassed as a recreation field, and 350 parking spaces. The Eagle Mountain City Council is expected to approve the project on Oct. 16, according to Steve Mumford, the city's planning director.

A SnugZ representative declined to comment on the project pending notification of the firm's employees.

"I don't have an exact timeline, but they're interested in getting going as soon as possible,"

see SNUGZ page 2

## Meeting highlights many forms of corporate sustainability

**By Brice Wallace**  
*The Enterprise*

Sustainability efforts take on many forms in Utah's business community, based on presentations at the recent Utah Business Sustainability Conference, sponsored by Net Impact Utah.

For Powdr Corp., it's trying to ensure that long-term climate changes do not affect the snow levels at the company's ski resorts. For Futura Industries, it's trying to keep aluminum product buyers purchasing from U.S. companies rather than environmentally lax China. For Overstock.com, it's giving carpoolers premium parking slots. For 3form, it's dumping

trashcans and picking through the piles to ensure that employees are recycling as much as they can. For Harmons Grocery, it's "green teams" that constantly look for ways that employees and customers can recycle.

Those practices merely scratch the surface of many companies' activities to reduce waste and help the environment. Several speakers said that their efforts need to be publicized in order to get more companies to implement their own strategies and programs.

That publicity will help firms launch their own sustainability

see SUSTAIN page 2



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## SNUGZ

from page 1

Mumford said, noting contractor Tom Stuart Construction, North Salt Lake, should begin site work within the next couple of weeks. Architect is Samuel J. Brady Architects, Salt Lake City.

The city has agreed to provide offsite improvements such as utilities and roads, and has inked an agreement capping SnugZ USA's fee and permitting costs at \$300,000. A newsletter from Eagle Mountain Mayor Heather Jackson reports that 400 jobs will be brought to the Utah County municipality. Several job opening descriptions indicate the new facility will open in June 2013.

SnugZ began business in 1989 by producing a line of customizable eyeglass retainers. By 1997, according to the firm's website, lanyards were outselling eyewear retainers. Today, the company offers a broad spectrum of items, including sunscreen, skincare, water bottle straps, headbands, bracelets, keychains, hand sanitizer, spot remover, bug spray, nuts, gum, mints, candies and coffee.

## SUSTAIN

from page 1

initiatives, said Brent Giles, chief sustainability officer at Powdr. "And then we need to take that to the kids, because they 'get it.' The kids know what's going to happen. We just need to keep giving them all of this information, all these best practices that we can come up with, because there's only so much difference that us guys in this generation are going to make."

Giles said a study indicated that by the year 2100, climate warming could put Park City Mountain Resort's snow level at 10,200 feet — about 200 feet above the resort's highest point.

Powdr has instilled a culture to reduce its carbon footprint — cutting emissions 180,000 tons the past six years — and ensure the physical health of its properties. Part of the effort is leadership, in which management interacts with employees, gets them to believe and trust management, and then

## ENVE

from page 1

manufacturing and expansion, and with this state incentive we will be able to be more effective in competing with other companies worldwide."

GOED documents indicate the jobs are tied to a \$20 million capital investment. They indicate that the company's vision is to create a state-of-the-art manufacturing facility that serves as a consumer and industry cycling attraction, complete with a custom-fittings center, an outdoor cycling track and world-class testing facility.

Chris Conabee, managing director of corporate recruitment and incentives for GOED, noted that the city of Ogden's incentive for the project includes a \$2 million parking structure.

*"We treat sustainability as if it's something different than just good business sense or a good way to approach our lifestyle. The fact that we have a business sustainability conference is great, but why is it separate from a business conference? We treat sustainability as if it's some sort of choice, an accessory, whereas I think it needs to be inherent, it needs to be standard operating procedure and not something seen as different, as separate."*

have management follow through with their ideas. "Then they [employees] become leaders," he said. "They take responsibility for those sustainability issues, whether it's environmental or social or human, and I believe that's what is necessary from any leader, which is to foster more leaders from the bottom up."

Susan Johnson, president and chief executive officer of aluminum product manufacturer Futura Industries, said her company has a variety of sustainability programs,

## ORANGE

from page 1

including benefits. Over 10 years, the new wages connected with those jobs will be more than \$44 million. The company will invest more than \$5 million in capital and pay more than \$2.6 million in new state taxes over that period.

Founded in 2006, OrangeSoda provides search engine marketing, site optimization and social media marketing to about 5,500 clients. In May, it was acquired by and became a wholly owned subsidiary of Deluxe Corp., a \$1.5 billion company based in Shoreview Minn., with locations in the U.S., Canada and Ireland.

The expansion was hailed as a boost to the state's information technology industry cluster.

including the use of solar energy. She chided customers who seek aluminum products made in China because of their alleged low cost.

"Why does that matter? Well, because they have disastrous environmental policies, they have disastrous policies regarding their employees, and [aluminum consumers] will switch to China for 20 cents a pound or 30 cents a pound," she said. "It gets made over there with no environmental controls, no regard for how much energy or how efficiently they're making it, and then it gets shipped all the way across the Pacific Ocean and then it gets put on trains and moved across our country. So the net cost to the consumer, while it seems cheap, it's not cheap at all."

Crystal Frost, director of sustainability at 3form, a resins materials manufacturer, detailed a long list of sustainability activities at her company. Among them are training for employees, including 30 minutes on sustainability during their first month of hire.

"We train, we train, we train," she said. "Does this take a lot of time? Sure it does, but it takes less time for us to train our staff and our sales reps up front than it is to try to fix a problem, to try to go change behavior, to try to change a bad habit."

Trash "audits" and prize drawings for sustainability efforts also are on the list, as is tracking

progress and sharing that progress with the public.

"I think it's similar to the public weigh-in at Weight Watchers, right? You're accountable. Somebody knows your goals. They're watching your progress. They want to see where you are. We feel the same way. The more we share where we are and some of our successes and challenges, then we hold ourselves more accountable because people are paying attention. And when we hold ourselves more accountable, then we are going to perform at a higher level," she said.

Frank Lundquist, vice president of store development at Harmons, said individual companies need to consider what works best for them. Harmons has "green teams" auditing trash, recycling stations for customers and a variety of methods for educating its employees. Harmons employees even visit competitors to see what they're doing.

James Floyd, in charge of buildings and sustainability at Overstock.com, said his company has paid incentives for employees who carpool or use public transit, among other efforts. The company's "Clean the Air Challenge" in 2011 resulted in the elimination of 166,000 miles and the reduction of 279,000 pounds of emissions.

Frost said a huge advance in sustainability efforts will come when those activities become established as part of an overall corporate philosophy.

"We treat sustainability as if it's something different than just good business sense or a good way to approach our lifestyle," she said. "The fact that we have a business sustainability conference is great, but why is it separate from a business conference? ... We treat sustainability as if it's some sort of choice, an accessory, whereas I think it needs to be inherent, it needs to be standard operating procedure and not something seen as different, as separate."

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# Off-premise catering company establishes downtown SLC presence

By Brice Wallace  
The Enterprise

Culinary Crafts is hoping its use of a former Goodyear Tire facility in Salt Lake City will keep the company's success rolling.

The largest off-premise catering company in Utah has purchased an urban chic building at 357 W. 200 S. and converted it into offices and space for events and corporate gatherings. The company retains its Orem location and had leased office space in the Sugar House area for 15 years.

"When it came time to renew the lease, we decided we wanted to purchase a building," said Mary Crafts, Culinary Crafts' founder, CEO and president. "When we looked at that, we thought whatever we got could act as our Salt Lake offices, or we could take the step up for a larger building to actually host events and expand our business opportunities."

Those opportunities are taking place at the 16,320 square foot building. A law firm and software company occupy the top floor, with Culinary Crafts using the remaining 11,000 square foot basement and first floor. The space includes "The Tasting Room," with seating for 100 people; a VIP lounge; and an outdoor patio space, "so we can do a come-and-go reception for about 200 people," Crafts said.

"That back patio is kind of a hidden treasure downtown."

"One nice thing is that the location is only a block-and-a-half from the Salt Palace. A lot of our business is convention-related business, and this is very close walking distance for all those convention attendees."

Crafts said she also brought in people who subcontract for her — Mara Marian-Harwood of Events by LMG and Pepper Nix Photography.

Culinary Crafts acquired the building for \$1.5 million in the spring and, following renovation, had its grand opening this summer. Since then, it has hosted corporate and social events, a birthday party and events connected to the Outdoor Retailer trade show. "At this stage of the game, I'm very happy with the number of rentals we've had," Crafts said, adding that she expects three to four rentals of the site each month.

Crafts said the new site should be attractive for people looking for something different, something unique to the city. "This building is an old, historic building, originally the Goodyear Tire Co. in the warehouse district. It's got old, exposed brick and wood floors but done in a very contemporary and upscale way. It gives you that urban chic, kind-of



Culinary Crafts purchased the former Goodyear Tire building for \$1.5 million last spring.

'loft' feeling," she said.

"It was originally built in 1912 and had the Goodyear Tire Co., and then it was a grain elevator. In the basement, there are still the workings of the old elevator. There had been different renovations over the years. When we got it, there was not very much of the interior brick exposed. Now there is plenty of exposed brick. And while we did replace some of the wood floors, a lot of the floors are the original wood floors."

In the short run, the new site may accommodate wine tastings, educational classes for local artisans, and perhaps a "pop-up" restaurant that would occupy the venue for a week or two at a

time.

As for the long-term future for the company, Crafts said she eventually will retire and have family take over. "I think there will be an expansion into the restaurant scene, and we'll look to see if that food truck craze has passed or not," she said.

But she doubts that Culinary Crafts will expand to another venue, saying she never had a goal of competing with venues where Culinary Crafts provides catering.

"When we made the decision on this building, it was basically to have a downtown office space and fill a niche that I thought was not being filled, which is a small, intimate, beautiful venue

not available downtown," she said. "It's not in competition with those existing venues but rather an enhancement of them. We could maybe have VIPs of a company have a high-end dinner at our site and maybe later they would have a larger client party elsewhere."

Orem remains the site of corporate offices, as it has been for about 25 years for the company, which has about 30 full-time and 100 part-time employees. The Salt Lake City building is part of a resurgence for the company, which ran into tough times during the recession. Culinary Crafts lost 45 percent of its business during the last four months of 2008 — "It got to the point where we didn't want to pick up the phone because every call was just to cancel," Crafts said — and business flat-lined in 2009.

"But in 2010 and '11, we did have growth — about 10 percent each year — and we'll have another 10 percent this year. We feel like whether or not the country itself has pulled out of the recession is questionable but that Utah, being the unique bird that it is, that business is back and business is good. We feel positive about next year as well."

Crafts worked with Coldwell Banker Commercial's Brandon Fugal on the building acquisition.

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## Salt Lake metro office market enjoys good quarter thanks to jobs, absorption

Salt Lake City's metropolitan office market had a good third quarter thanks to a jump in jobs that sparked a reversal in the negative absorption trend, according to the 2012 office Market Beat Report for Salt Lake City by Commerce Real Estate Solutions.

According to the report:

- The third quarter displayed positive absorption of 163,881 square feet, cutting into the year-to-date numbers which are currently at 79,776 square feet of negative absorption.
- The downtown area showed slight positive absorption; however, the suburban market was much stronger, absorbing 155,111 square feet.
- The central east and north-west suburban quadrants of Salt Lake County fared the best, increasing overall absorption by 126,175 square feet and 66,756 square feet respectively, year-to-date.
- The overall direct combined

vacancy rate for all property classes in the Salt Lake City Metro Office Market ended the third quarter at 14.76 percent, a slight decrease of one tenth of a percentage point from mid-year 2012.

- Suburban vacancy saw a modest decline with the north-east submarket seeing the largest decrease to 5.78 percent vacancy, down from 7.95 percent at the beginning of the year.
- Overall full service direct lease rates were up in the third

quarter by 2.6 percent to \$20.39 per square foot per year.

- The central east quadrant experienced the most significant increase in class A average lease rates at \$28.77 per square foot. This quadrant now represents the most expensive class A submarket in the state.
- The new Old Mill Corporate Center IV set a new high asking lease rate for the suburban office market at \$32 per square foot.

• The Salt Lake market added 267,496 square feet of newly completed office space during the quarter, bringing the total amount of completed construction year-to-date 2012 to 543,946 square feet.

• Sixty percent of space is pre-leased, demonstrating a trend in tenants desiring to relocate to newer office buildings.

• The suburban market is expected to add 176,972 square feet to the south valley which includes the completion of The Pointe VI, a 118,972 square foot building and a 58,000 square foot building, that will be the new home for Hoopes Vision.

### Homebuilder buys 300 acres in Saratoga Springs

Henry Walker Homes, Centerville, and sister company Strategic Capital Group, have acquired the largest portion of Fox Hollow, a 3,230-unit residential development in Saratoga Springs.

With the support of Zachary Hartman, Utah managing director of Scottsdale-based Land Advisors Organization, and jointly with Richmond American Homes, Henry Walker has purchased approximately 300 acres, including 250 improved single family lots, 420 unimproved paper lots and 20 acres zoned for high density multifamily and regional commercial use.

The 1,035-acre master-planned community had stalled due to economic and market conditions. Henry Walker Homes is now working with the City of Saratoga Springs and other landowners within the Fox Hollow project to reach a long-term extension of the agreement. Henry Walker will manage the development and serve as the primary homebuilder.

"During the housing boom, Saratoga Springs was one of the fastest-growing cities in Utah," said John Stubbs, president of Henry Walker Homes. "Fox Hollow has an advantage over nearly all other subdivisions in the submarket due to the number of improved lots."

Founded in 2009, Henry Walker Homes is among Utah's largest home builders with 40-plus development communities and over 2,500 lots in Salt Lake, Davis and Utah counties and St. George.

Strategic Capital Group is a full-service real estate investment and development company, headquartered in Centerville. The Land Advisors Organization specializes in the brokerage of land and improved property.



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## • Industry Briefs •

### BANKING

• **Bank of American Fork** now allows its credit-card customers to **customize their credit cards** with personal photos. The bank's Design It! Photocard is available at no cost to consumer and business customers. Design It! Photocard is available to existing Bank of American Fork credit-card holders at DesignItPhotocard.com.

• **Goldenwest Credit Union**, Ogden, was recently honored with the **Credit Union Executives Society Golden Mirror Award** for Website Design. The national award program recognizes credit unions for excellence in marketing. Goldenwest earned second place in the website category. Goldenwest moved their website design and management from a third-party vendor to an in-house team in 2011. The creation of the award-winning website was a collaborative effort of the credit union's technology and marketing departments.

• Ogden-based **TAB Bank's** chief credit officer, **Gary Harding**, has been named to serve on the board of directors for the **Commercial Finance Association (CFA)**. The mission of the CFA is to provide education, networking opportunities, and advocacy programs for asset-based lending and factoring firms and their employees. Harding has served as the chief credit officer for TAB Bank since March 2010. Harding previously worked for TAB from 2000 to 2004 as vice president of portfolio operations. Prior to returning to TAB to assume the position of CCO, Harding served as senior vice president of credit and risk management at Proficio Bank.

### COMPUTERS/ SOFTWARE

• **BidSync**, an American Fork-based provider of government bid notification services and e-procurement solutions, has named **Jake Pollmann** director of IT. Prior to BidSync, Pollmann served as senior client relations manager for ViaWest, a data center and managed services company, which has operations in five Western states. He also served as a systems engineer and operations manager for Consonus, a managed services and IT company that was purchased by ViaWest in 2010.

• **AtTask**, a Lehi-based Software-As-A-Service (SaaS) project and work management firm, has made several changes to its executive team. **Ted Hoy**, formerly with UnitedHealth Group, has joined as chief technology officer. **Frank Maylett**, formerly with inContact, has joined as

senior vice president of global sales. **Bryan Nielson**, formerly with Microsoft, has been appointed chief marketing officer. **Jackie Golden**, who has been with the firm since 2009, has been appointed as senior vice president, customer experience. **Nate Bowler**, who has served in numerous roles at AtTask, has been appointed as general manager of the newly created Marketing Solutions Group business unit.

### CONSTRUCTION

• **Michael Brehm**, senior environmental engineer at **Horrocks Engineers** in Pleasant Grove, will be presented a **2012 Community Service Award** from the **American Council of Engineering Companies (ACEC)** at the ACEC Fall Conference in Boca Raton, Fla., on Oct. 16. The award recognizes a principal or manager of an ACEC member firm who has made outstanding contributions to the quality of life in his or her community. Brehm has served on advisory roles to four Utah governors through various board and committee appointments. He is a founding member of the Salt Lake Chamber of Commerce Environmental Affairs Committee, a member of the Utah Department of Facilities Green Building Committee, a member


*continued on next page*



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from previous page

of the University of Utah and Utah State University ABET Engineering Accreditation Task Force and is a recurring instructor for young engineers studying for their P.E. exams. He also is the oldest, longest-serving and fully active member of the Salt Lake County Search & Rescue Team, where he remains certified in mountain, swift water, winter, and climbing rescues.

• The **American Planning Association** Utah chapter pre-

sented its **Meritorious Planner Award** to **Stephen B. Smith**, a Salt Lake City planner and architect. Smith is principal and director of planning at **GSBS Architects**, Salt Lake City, and is one of the few professionals in Utah who is both an architect and a planner. Smith recently completed the Fairbourne Station Master Plan in West Valley City. One of his plans that has ongoing impact is the Salt Lake City Open Space Plan that he created more than 20 years ago. The plan recognized

the original waterways and drainages of the valley and used them to create paths throughout the city. Today that plan continues to be implemented with connections to the Shoreline Trail, Bridging the Gap at Parley's Canyon, the Parley's Creek Trail and pathways to the Jordan River.

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• **Professional Service Industries Inc.**, a Chicago-based independent engineering and testing firm, has added **Eric Boone**, PE, to its Salt Lake City operations office as a senior geotechnical engineer. Boone is a graduate of the University of Nevada-Reno with a bachelor of science in geological engineering. He has over 26 years of industry experience.

• **Lakeview Rock Products** was awarded the **Grand Champion** trophy at the recently held Associated Builders and Contractors annual **Safety Olympics** at Intermountain Bobcat in Salt Lake City. Teams from Big-D Construction, R&O Construction, SCI, Wadman Corp. and Lakeview Rock Products gathered to compete in four separate events. They included a bobcat competition, backhoe ballet, rough terrain forklift challenge and scissor lift biathlon.

## ECONOMIC INDICATORS

• Salt Lake City's **Fairmont**

(**Sugar House**) neighborhood was recognized as one of the **10 Great Neighborhoods for 2012** by the **American Planning Association** (APA) as part of its Great Places in America program. The APA said Fairmont was singled out for its historic links, bustling town center, recreational and cultural offerings and involved residents. Construction of a \$55.5 million streetcar line, to open in 2013, has helped leverage \$405 million in private investment in the neighborhood. The redevelopment of 1.9 million square feet on seven sites within a half-mile of the new streetcar station will bring more than 1,000 new residences and dozens of businesses and offices to the neighborhood. The greenway surrounding the new line will add more than five acres of green space to the neighborhood. Established in 1853, the neighborhood was named for what was intended to be the area's first sugar mill. Fairmont was Sugar House's first residential subdivision, with the bulk of its homes, mostly late Victorians, constructed from 1900-1910.

## EDUCATION/TRAINING

• **Salt Lake Community College** now offers a **health information technology program**. The program is funded by a U.S. Department of Labor Community Trade Adjustment Assistance grant for workforce training. The certificate of completion program will begin in January 2013. Students can now apply for the program. Courses will be offered online and will have flexible scheduling so that students will be able to complete the program in one year. The college's health IT program will provide training in transferring health information on medical records to electronic health records, electronic medical records and security systems, and the new ICD10 medical coding.

• **J.E. Cosgriff Memorial Catholic School** is hosting its annual **Book Fair**, sponsored by **The King's English Book Store**, Oct. 20-26 at the school's library, 1975 S. 2300 E., Salt Lake City. The event benefits the school's library; all purchases are tax-free.

## FINANCE

• **Coldwell Banker Commercial's Mergers & Acquisition Advisory Division** served as the exclusive broker in advising, brokering and closing an investment transaction that created a partnership between **Squatters and Wasatch Beers** and their combined brewing operations, Utah Brewers Cooperative, and the Boston-based consumer-focused investment firm **Fireman Capital Partners**. CBM&A introduced the Utah shareholders to a national pool of buyers, which resulted in proposals from several interested

parties before a deal from Fireman Capital Partners was accepted.

• The Utah chapter of **Women in Insurance & Financial Services** welcomed four new board members for its fiscal new year. **Sheila Leeds, Rebecca Yates** and **Adelaide Maudsley** have joined the chapter's board. Leeds, the organization's new vice president of membership, currently works as an investment advisor representative at Transamerica Financial Advisors Inc. Yates, the group's new vice president of programs, is the president of Ark Insurance Solutions, LLC. Maudsley, the organization's vice president of sponsorships, is an attorney at Chapman and Cutler LLP.

## GOVERNMENT

• **Utah State tax commissioner Marc B. Johnson** will retire from his post at the end of the year after 12 years of service. He has completed three terms on the four-member commission. After a new commissioner takes office, Johnson will remain with the Office of the Tax Commission until his retirement.

• For the 21st consecutive year, **West Valley City** has been awarded the **Distinguished Budget Award** from the **Government Finance Officers Association** for fiscal year 2011-2012. This award is presented to governmental entities that demonstrate the highest principals of proficiency and excellence in budget preparation and presentment. In order to receive this honor the entity must satisfy nationally recognized standards of effective budget presentation.

• **Ogden City's** Community and Economic Development department received a **Gold Excellence in Economic Development award** for its Ogden City/Boyer Co. public/private partnership for communities with populations of between 25,000 and 200,000 from the **International Economic Development Council**. Ogden City and **Boyer Co.** partnered to create Business Depot Ogden following a 1995 federal base realignment and closing process.

## HEALTH CARE

• **The Healing Group**, which bills itself as the only private practice women's mental health center in Utah, announced the **expansion of its therapeutic services** to women and their families in two ways — it is opening a new 2,300 square foot facility in the Salt Lake City at 6771 S. 900 E. Suite 100, and it has partnered with Regroup Therapy to bring women together with licensed therapists in a live video support group, allowing women to join from wherever they choose. Having outgrown its location in Holladay, The Healing Group will move into its new

*continued on page 8*

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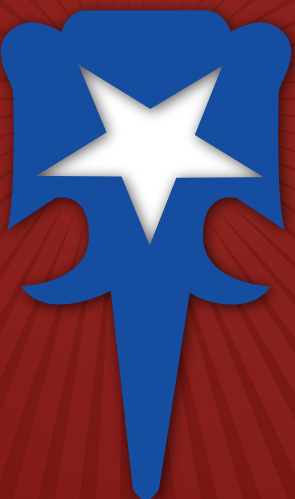
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# Sustainable Building

## Construction Site Development: Choosing the Right Contractor is Critical to Project Success

The success of a new construction site development project largely relates to the first and most important choice an owner has to make: choosing a general contractor. How do you choose the right contractor and what are the most important factors to consider?

When evaluating potential contractors, consider their overall competence by asking them a few questions.

- What safety behaviors are encouraged on the jobsite?
- What is their safety record?
- How long have they been in business?
- How experienced is their project management team?
- Have they constructed similar projects?
- Do they use modern technologies (such as Global Positioning System) to reduce costs, streamline schedules and add value?
- Do their past clients recommend them?

The answers to these questions can inform an owner about the capabilities and priorities of potential general contractors.

Some general contractors have experience as both an exclusive subcontractor and a general contractor. Consider choosing a general contractor that has a wide range of experience in both categories.



**Randy Anderson**

Once the general contractor is chosen, it's important to involve them in the project design team, including the owner, engineers, architects and key subcontractors. Collaboration among the project design team will result in ideas and innovations that will drive the project's success.

As the owner or investor, you have a schedule that must be met. Your design team must understand the importance of your deadline. Including the general contractor and subcontractors in the scheduling process is critical to success. Everyone on the team needs to be able to understand and commit to the timeline requirements in order to keep the project on schedule.

The project team should be aligned to exceed the owner's expectations by safely, timely, efficiently and effectively building a quality project.

Randy Anderson is vice president of materials and north construction for Staker Parson Companies.

from page 6

location on Oct. 15. The Healing Group has another location to serve women at 384 E. 400 S. #C in Springville.

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## HUMAN RESOURCES

Utah recorded a preliminary count of **39 work-related fatalities in 2011** compared to 41 in 2010. Transportation incidents remained the most frequent type of fatal work-related events and accounted for 24 of the 39 fatal occupational injuries to Utah workers last year. Three fatalities occurred from assaults and violent acts. Falls to a lower level accounted for five fatalities. Contacts with objects and equipment also accounted for five fatalities. Of the 39 workers who died, 37 were men, 35 were white and nine were self-employed, according to the Utah Labor Commission.

## INSURANCE/BENEFITS

The **Principal Financial Group** now has a group benefits sales representative in the Utah market. **Scott Job** has joined the Sandy sales and service office as a senior sales representative and will be based locally. Job, a Utah native, most recently worked in employee benefits human resources and as a broker in the Phoenix market.

## LAW

**Parr Brown Gee & Loveless** has hired **LaShel Shaw** as an associate lawyer in the firm. Shaw joins Parr Brown full-time after completing a term as a summer associate with the firm. She also worked as an extern for then Magistrate Judge David Nuffer and as a law clerk for the Hon. Clark Waddoups, both of the Federal District of Utah. She received her law degree, magna cum laude, from the Notre Dame School of Law. At Notre Dame, Shaw was a Thomas J. White Scholar and worked as a research assistant and as the executive articles editor for the *Notre Dame Journal of Law, Ethics & Public Policy*.

## MANUFACTURING

**Amedica Corp.**, a Salt Lake City-based spinal and reconstructive medical device manufacturer, has elected **Eric K. Olson**, the company's president and CEO, to its board of directors. Olson's orthopaedic industry career has spanned more than two decades. Prior to joining Amedica, Olson was the executive vice president of sales and marketing for Axial Biotech Inc., where he was responsible for bringing the first orthopaedic molecular diagnostic test to market. Before that he was the vice president of sales and marketing for Facet Solutions Inc.

## MEDIA/MARKETING

Only **25 percent of public relations agency owners have made a concerted effort to know as much about social media** as anyone practicing it today, according to a new survey by StevensGouldPincus, New York City. And 33 percent say they've personally learned as much as they need to know to manage the function. Ninety percent of PR agency owners believe that social media won't replace traditional print and broadcast media. Regarding staffing for social media services, 60 percent of PR agency owners cultivate their own expertise by internal training, while 30 percent hire new professionals who have already been trained in college in social media.

## NATURAL RESOURCES

Ogden-based **FJ Management Inc.**, formerly known as Flying J, is **acquiring a majority interest in Maverik Inc.**, North Salt Lake. Nearly 60 years ago, brothers Reuel and Osborne Call formed a partnership to market fuel. The partnership lasted more than a decade until Reuel purchased Osborne's ownership in the business. Jay Call, Osborne's son, then founded Flying J Inc. After 44 years of operating independently, the Osborne and Reuel Call families are once again joining forces in the oil refining, fuel distribution and convenience retailing businesses. Crystal Call Maggelet, daughter of Jay Call, and Mike and Brad Call, descendants of Val and Larry Call and grandsons of Reuel Call, will join together in a renewed family partnership. The letter of intent signed by the parties anticipates finalizing documents and closing the transaction by early December.

## NONPROFIT

continued on page 14

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# Executive Lifestyle

## Where are the great travel values?

Mexico! No kidding; the great travel values for the past three years up through the present are found in Mexico.

Lately, I've mentioned cruising as a great value, but in terms of great value specific destinations, you can't beat Cancun, Puerto Vallarta or Cabo San Lucas. "But," you shiveringly stammer, "do you really think it's safe to go there?" Note that neither Matamoros, Rio Bravo, Nuevo Laredo, Ciudad Juarez, Nogales, Mexicali, Tijuana nor any of the 38 other border crossings was on my list. In fact, of the places I mentioned, each one is more than a thousand miles from the border with the United States. And why is that important? Well, because almost all of the drug-related crime is taking place on the border. Saying "there's trouble in Juarez so we'd better stay away from Cancun" is like saying "they've had crime in El Paso so we should avoid Chicago." Ridiculous!

Ah, but the good news is this: the disputes on the border have



Don Shafer

frightened Americans away from all of Mexico. Now, this is bad for Mexican tourism, but super for the American tourist. U.S. vacationers to Mexico have dried up like Utah's west desert. Disturbances on the border have emptied hotels and resorts in areas where the biggest problem is deciding which gourmet meal to eat. And all of this means prices have dropped like a rock.

Here are some fantastic values I found for four nights among all-inclusives in the Cancun-Playa del Carmen area this fall. And, by

the way, all-inclusive mean round-trip air transportation, transfers back and forth from airport to hotel, all meals, all drinks (even alcoholic), all non-motorized water sports, and even tips and gratuities. How about \$1,227 per person for two at the Real Playa del Carmen, off-beach about 40 miles from the Cancun airport? Or on the beach at the Aquamarina Beach Hotel for \$1,259? And, kids stay free at both places.

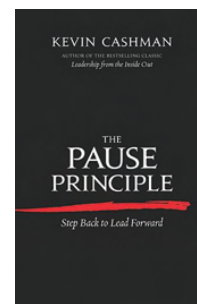
Want to go five-star gourmet luxury?

OK. Let's consider a family of six: happy husband, smiling wife and four active kids. How about the Azul Fives Hotel by Karisma? I've been there. They have a fantastic program for the children: sandcastles, balloon wars, face painting and fun toys. Azul Fives has a supervised kids' club, called Azulitos, which is housed in a building that looks like a mini-house with a small pool in the front yard, complete with child-sized loungers and a basketball net, and a playground with brightly colored equipment. Inside, the kids' club is divided into several separate

see SHAFER page 11

## Cozy up with one of 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 Pause Principle: Step Back to Leap Forward*

By Kevin Cashman, Berrett-Koehler Publishers

192 pages, \$16.95, Paperback

Kevin Cashman's classic *Leadership From the Inside Out* has been a consistent presence around here since he first published it nearly 15 years ago, so we were excited to see he is sharing his knowledge in a new book, *The Pause Principle*. Especially one with this paradoxical message: "Pause powers purposeful performance." Cashman explains:

"What sleep is to the mind and body, pause is to leadership and innovation. Pause transforms management into leadership and the status quo into new realities. Pause, the natural capability to step back in order to move forward with greater clarity, momentum, and impact, holds the creative power to reframe and refresh how we see ourselves and our relationships...our organizations and missions within a larger context."

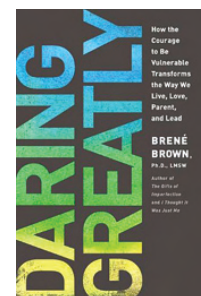
Most of us feel an acute pressure to act, to react, to respond immediately. Fast thinkers are regarded more highly than deliberate thinkers. People who process and communicate decisions are often seen as being more intelligent and are then rewarded for their speed. But Cashman wants to set the record straight.

"As leaders, too often we step forward with action to deal with complexity without first

stepping back for the clarity we need. Our impulse to speed up and take action is driven by our intention to achieve, but our go-to approach — action and transaction — is often futile.... Unknowingly, our dedication to speed and action can be counter-productive."

And throughout this slim book, Cashman offers a good balance of research, case studies and personal anecdotes to effectively advocate for the power of pause to "Grow Personal Leadership," "Grow Others," and "Grow Cultures of Innovation."

What resonates most after reading *The Pause Principle* is a feeling of relief, a reassurance that if we stop, take a breath, give ourselves space and time to think and reflect, we can be more potent leaders, not lesser people. After all, "Great thinkers, scientists, artists, and leaders move the world forward by stepping back; the higher the quality of pause, the greater the creative possibility."



### *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*

By Brené Brown, Gotham Books  
256 pages, \$25, Hardcover

The first thing to know about *Daring Greatly* is that it is engaging but unadorned. It's an important distinction to make about a book we are recommending to a business audience, because while the book falls solidly into the self-help genre, *Daring Greatly* isn't soft or amorphous despite its focus on feeling, on "vulnerability." Perhaps it is because the research presented in the book is plentiful. Brené Brown is "a fifth-generation Texan with a family motto of 'lock and load'" whose "huge heart and ready empathy" has allowed her to write a book that has a straight-shooting, yet compassionate voice. Still, you

see BOOKS next page

## WHO'S READING THE ENTERPRISE

### UTAH'S DECISION MAKERS

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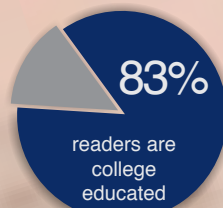
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## Understanding the organizing challenge

Workers today are inundated with information, more than they can readily absorb and manage. Because they have more “incoming,” they need to spend more time organizing, finding a place to put things that’s readily accessible.

Despite the enormous capabilities of electronic media, paper still abounds. We print multiple hard copies of e-mail notes, attachments and Internet articles: one for the project binder, one for the road. While electronic storage is gaining, it may not have yet won the race. Not only is there more paper and more information, but the size and shape of the media varies widely.

Workers in virtually any occupation have more responsibility, more tasks to

juggle in less time. They open files, write “to do” lists, update calendars and pile up papers from previous meetings — all while talking on the phone or checking e-mail. This multitasking may be efficient, but it inevitably creates a mess.



Other changes in how individuals work affect their ability to manage the information that they need. Many people now work on multiple projects, playing a variety of roles while working solo or in teams and groups. Increasingly mobile, their needs for sharing and accessing information have changed. They work here, there and everywhere. Some change workspaces so often they don’t even bother to unpack; like frequent travelers they live out of portable cases. Space designers need to help workers access resources and share information with co-workers as they move from task to task, project to project and place to place.

Competitive pressures and the changing nature of work have led organizations to take a closer look at their workplace investment. Many are reducing the size of individual workspaces in some cases, as a simple cost-cutting measure. Others are reallocating space to better support evolving ways of working. For example, as space for group work has increased, individual workspace size tends to decrease. This means that office workers must use their workspaces, including storage, more efficiently than ever before. And space designers must provide the proper configurations of space to help support the information management style of the individual worker.



People place urgent material and information they’re currently working with on the main worksurface. They keep what they plan to use soon or materials they reference frequently nearby, usually where they can see it and reach it. And they store things they rarely need in places farther away. In other words, they stage information into different areas or zones, based on how often it’s used.

Since work is a fluid process, information and materials move continuously from one zone to another. For example, a file may be currently in use (active), set aside for a meeting scheduled later in the week (anticipated) and then stored (archived) when the project is complete. And if that project resurfaces, the file will once again become active.

The same logic applies to group work. Workers need to be able to take active materials to the group space, to access shared reference materials while working together, and store background materials in a mutually accessible location.

Workspaces can be tailored to support these zones. The size and shape of each zone will vary with each person’s information management style. It may also be based on each team’s organizing approach and the unique type of work they do. Most people find that when they work in a space with the right support for each zone, and for moving materials between zones information becomes a whole lot easier to manage and therefore more useful.



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## BOOKS

from previous page

might wonder why we’re recommending this book about embracing what some may view as weakness. Consider this:

“Yes, we are totally exposed when we are vulnerable. Yes, we are in the torture chamber that we call uncertainty. And yes, we’re taking a huge emotional risk when we allow ourselves to be vulnerable. But there’s no equation where taking risks, braving uncertainty, and opening ourselves up to emotional exposure equals weakness.”

So if vulnerability isn’t weakness, what is it? For Brown, it is “life’s great dare. It’s life asking, ‘Are you all in?’ Answering ‘yes’ ... is not a weakness: it’s courage beyond measure. It’s daring greatly.” But to do so, we need to re-cast vulnerability as a welcome thing, and work through all those issues of shame, perfection, fear, and cynicism that come up when we face uncertainty and risk.

Brown’s “moment to ‘dare greatly’” came when she was invited to present at a TED event in Houston in 2010. A social worker and scholar, this notable public appearance challenged her nerve but she proceeded despite feeling vulnerable, despite being worried about how her ideas on that very thing would be received. A success, eventually her presentation appeared on the main TED website and has gained over 4 million views.

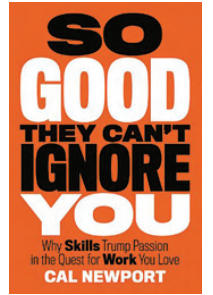
You see, only by embracing vulnerability can we fully engage in our lives. Daring Greatly is not about winning or losing. It’s about courage. In a world where scarcity and shame dominate and feeling afraid has become second nature, vulnerability is subversive.

If you see something of yourself in that statement, and we all likely do, then this book, *Daring Greatly*, is for you.

*So Good They Can’t Ignore You: When Skills Trump Passion in the Quest for Work You Love*

By Cal Newport, BusinessPlus  
 304 pages, \$25.99, Hardcover

I had a dear friend who has worked in the arts community for decades tell me recently that what strikes him most about great artists is not their passion, but their “toughness.” I was reminded of that statement again when I



picked up *So Good They Can’t Ignore You*, a great new book on career development by Cal Newport being released this month by BusinessPlus.

Newport, as a postdoctoral associate at MIT on his way to a life in academia (after having already graduated with a Ph.D. in computer science from the same program), set out to answer a question. Most technologists at this point would begin with a technical question to investigate, but Newport’s search revolved around a very simple, very human question — a question he became obsessed with: *How do people end up loving what they do?* And he discovered that the prevailing wisdom on the topic — “follow your passion” — is terrible advice.

Newport points to the work of a professor of organizational behavior at Yale University, Amy Wrzesniewski, who surveyed people in the work force to determine which type of work people refer to as a job (a way to pay the bills), which is a career (a path toward increasingly better work), and which becomes a calling (work that’s an important part of your life and a vital part of your identity).

In Wrzesniewski’s research, the happiest, most passionate employees were not those who followed their passion into a position, but instead those that who have been around long enough to become good at what they do.

Newport presents a very helpful distinction between *the craftsman mindset*, “a focus on what value you’re producing in your job,” and *the passion mindset*, “a focus on what value your job offers you.” He argues that “regardless of how you feel about your job right now, adopting a craftsman mindset will be the foundation on which you’ll build a compelling career,” and counsels readers to move their “focus away from finding the *right work* and toward *working right*,” to eventually build a love for what they do. Newport is not *anti*-passion so much as he’s passion-agnostic, believing passion “is an epiphenomenon of a working life well lived.”

It seems that everyone wants to change the world these days, and that’s commendable. But perhaps the best way to do so is by becoming *really* good at what you do — *so* good that they can’t ignore you — and building from there.

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## SHAFER

from page 9

spaces to accommodate different age groups and activities. There is a Fisher Price room filled with toys for the tots five and younger, as well as a My Gym room with a padded floor, uneven bars, ropes, a trampoline and a springboard, where they hold gym classes for kids ages 6 to 12. There is also an arts and crafts area, a game room (with Wii and PlayStation) and a nap room for little ones. They really have thought of everything here, including the cutest little mini toilets. The club stays open until 9:30 p.m., so mom and dad can dine alone if they wish.

And what's for mom and dad? The fantastic Vassa Spa, plus a white sand beach that overlooks the Caribbean Sea, with lounge chairs, a volleyball net and even beach beds, which can be reserved daily, complete with free butler service. They have snorkel equipment, boogie boards and kayaks. The resort has a large infinity pool overlooking the beach, which has two built-in spas with jets. There is a swim-up bar that serves drinks and light snacks adjacent to the pool. Free scuba clinics, water aerobics and other activities are also available. There is also a large river-like pool that winds between the rooms and through the entire resort. You can walk out of your room, jump into the pool and start swimming laps, or wade over to the swim-up bar. In addition to succulent gourmet dining in several restaurants, including one surrounded by floor-to-ceiling glass looking out on a jungle complete with monkeys, birds and other indigenous ani-

mal life. The Azul Fives is noted for enormous suites designed for families and friends with up to three bedrooms and rooftop decks. A complete package with a two-bedroom suite for that family of six can be had for \$4,688 total.

My favorite Cancun all-inclusive five-star resort is the El Dorado Moroma, for adults only (no kids). It's about five miles through jungle from the main highway and it opens onto a fantastic beach and the Caribbean. You can't really tell whether you are in Kauai, Fiji or Bora Bora. It features huge rooms with gigantic Jacuzzi tubs in the front of your living room and balcony, unbelievable dining, all for \$2,191 complete. Or, also for adults, you could be on the beach right in Cancun at the Riu Palace Peninsula (also five-stars) for a mere \$1,659 for a two-person package.

Hey, if Cancun doesn't suit your fancy, try pleasant Puerto Vallarta or lovely Los Cabos. Funjet has a deal to either one called "Fun for Less," where you let them pick the five-star property and, of course, they pick the one that has the largest availability at the time you choose. But for letting them choose, you get a four-night all-inclusive package in Cabo at \$1,659, and in Puerto Vallarta for \$1,319.

No doubt about it. Mexico is a super value.

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.



Beecher Walker Architects, Salt Lake City, last week completed renderings for Union Station, a new multimillion dollar downtown Salt Lake City hotel development to be located at 108 S. 300 W. In addition to a 159-room Hyatt House, the project, being finalized by Provo-based PEG Development, will also include a 175-room Courtyard by Marriott. The site currently consists of surface parking and a vacant building.



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# Million Dollar Homes

**Rhonda Bachman**  
Realtor, JTM  
801-641-0826  
rhonda.bachman@utahhomes.com  
2733 E. Parleys Way, Ste 202  
Salt Lake City, UT 84109



820 Empire Ave. Park City  
~~\$1,295,000~~ **\$1,195,000**

Approx Sq Ft:	2898	Den:	0
Bed Rooms:	3	Living Room:	0
Bath Rooms:	2.5	Laundry:	1
Family Rooms:	1	Fireplace:	1



Exclusive opportunity to preview this amazing Old Town home. This home boasts a 5 star rating by vacationers from around the world. It is over 90% booked for the season and for that reason, difficult at times to show. Please take advantage of this rare Priced to SELL, this beautiful remodeled home features new fireplaces, bathrooms and all new master suite. Nearly ski in ski out! Only 150 Yards to Park City Town Lift providing ski access to Park City Mountain Resort. Empire #1 located across the street from the Quittin' Time run allowing you to ski back to the home after a day on the slopes. This 3 bedroom, 2-1/2 bathroom, boasts a 5 star rating from rental guests who have stayed in the home! It is nicely situated in a quiet section of historic Park City within walking distance of Main Street (1/4 mile). This old town home has the RARE 2 car garage and sits on a lot and a half! Additional features include high vaulted ceilings, wood beams, slate, granite, travertine, new carpet, well appointed furnishings and art. For buyers looking to rent the home, this home has EXCELLENT rental income and bookings. Furniture negotiable.

641 E Windsor Ln Kaysville  
**\$1,199,000**

Approx Sq Ft:	7400	Den:	1
Bed Rooms:	6	Living Room:	1
Bath Rooms:	6	Laundry:	1
Family Rooms:	2	Fireplace:	2



SELLER FINANCING AVAILABLE! Designed & built by Ned/Lorraine Giles & renowned C.D. Martineau Homes, this property sets the standard for luxury homes in Davis Cty. Situated on an acre of land at the end of a cul-de-sac & bordered by a wooded draw with a stream on the North & the open space of a serene pasture/orchard on the South \* This home blends a private location with an amazingly elegant yet functional floor plan \* The finish level & construction quality are also as good as it gets \* Energy efficient 2x6 walls \* Top of the line Martin windows (lifetime warranty) \* A composite bar tile roof (lifetime warranty) \* Clear oak hardwood floors \* An indoor spa room \* A full 2nd kitchen in the daylight walk-out basement \* A "safe" room (with a safe door) \* 450 sq ft of food storage \* An amazing master bedroom & bath \* A workshop with a garage door out to the private back yard & sand filled volleyball court \* Vaulted ceilings \* 3 huge fire places, with one in the Master bdrm \* A dream office & on & on...This is 7400 sq ft of absolutely elegant yet comfortable living space for you & your family. And please don't forget, it's only 20 minutes from downtown SLC. (5-10 mins closer than Draper)The home is owner-occupied so please contact the agents for an appt to see this unforgettable home in person.



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Ann Johnson

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ann@slenterprise.com

# BOOK of LISTS 2012



from page 8

• **Thanksgiving Point**, a Lehi-based nonprofit, has hired **Varden Hadfield** as the new director of major gifts. In this role, Hadfield will work closely with individuals capable of making gifts of more than \$25,000, and will also lead the final major gifts phase of the new Museum of Natural Curiosity in the Barbara Barrington Jones Family Foundation building. Previously, Hadfield was associate director of major gifts at LDS Philanthropies Brigham Young University since 1999. At this position, he personally facilitated millions of dollars in donations of cash and all types of assets, including planned and estate gifts, from individuals, corporations and foundations.

## REAL ESTATE

• **Ivory Homes** has chosen **Veritas Funding** as its **preferred lender**. In that role, Veritas Funding takes on a chief role in advising, qualifying and securing residential loans for Ivory home buyers. Founded in 2004, Veritas Funding is a full-service mortgage lender with "in-house" underwriting, closing and funding capabilities. Real estate data provider CoreLogic consistently ranks Veritas Funding as a top "purchase-money" lender in Utah.

It will fund over \$700 million in residential loans this year for nearly 3,000 transactions. The company employs about 150 people at 12 Utah locations. It will open additional branch offices in Salt Lake, Layton, and Lehi that were formerly operated by Ivory Mortgage. Ivory had operated its own mortgage company for nine years.

• **Robert Bolar**, a top producing agent in the downtown Ogden office of **Coldwell Banker Residential Brokerage**, has been elected to the board of directors for the **Northern Wasatch Association of Realtors** for the 2013-2015 term. This will be the third term of service for Bolar, who is currently serving as a director on the board. Among his accomplishments during his present term, Bolar has helped NWAOR cut costs without raising agent fees, expand marketing efforts, streamline processes through innovative technology and offer further training for agents. He has also been a major contributor to the REALTOR Political Action Committee and active in educating the public on the benefits of working with a Realtor.

• The **Utah Association of Realtors** has named **Lori Chapman**, associate broker with **Coldwell Banker Premier** in St.

George, as the **2012 Realtor of the Year**. Chapman is an associate broker with Coldwell Banker Premier in St. George and has been a Realtor for 30 years. She specializes in second homes, resort real estate and new construction. She currently serves as president of the Utah Association of Realtors and previously was president-elect, vice president and treasurer. In 2008, she served as president of the Washington County Board of Realtors.

• The **Legacy at Lake Park** office center in West Valley City achieved the **LEED-EB (existing building) Certified** award by the U.S. Green Building Council. The two office buildings at Legacy at Lake Park are the first multi-tenant office buildings in West Valley City to achieve LEED-EB certification. Legacy at Lake Park is the first certified multi-building office complex in the state of Utah. Including Legacy at Lake Park, there are nine existing commercial buildings in Utah that have achieved LEED-EB certification.

• **Gustavo Lopez**, an agent with Salt Lake City office of **Coldwell Banker Residential Brokerage**, has been recognized by the **National Association of Hispanic Real Estate Professionals** as one of the top 250 Hispanic agents in the country.

Prior to joining Coldwell Banker Residential Brokerage, Lopez worked in marketing, management development and regional sales for several Fortune 500 companies, including Pepsi, Johnson & Johnson and GlaxoSmithKline.

• **Angie Domichel-Nelden**, a top agent in the Union Heights office of **Coldwell Banker Residential Brokerage**, has been named the first vice president of the **Salt Lake Board of Realtors** for 2013. Domichel-Nelden is a second generation Realtor and joined Coldwell Banker Residential Brokerage in 2002 to work as a team with her mother, Sally Domichel. She is a longtime member of the Salt Lake Board of Realtors, serving on various committees including the Grievance Committee, Member Services and Professional Standards Committee. She is currently serving her second of a four-year term on the board of directors and as second vice president of the board. As part of her 2013 term, she will be eligible to be named president of the board in 2014.


## SCIENCE

• **Lifetree Clinical Research**, Salt Lake City, is joining with nearly 180 medical facilities around the world to take part in

the **largest-ever global clinical research program in children with autism, Asperger's Disorder and Pervasive Developmental Disorder Not Otherwise Specified (PDD-NOS)**. The ConnectMe clinical research program is currently recruiting children between the ages of 6 and 12 in the Salt Lake City area with autism, Asperger's Disorder and PDD-NOS to evaluate the safety, efficacy and tolerability of an investigational drug on two of the core symptoms of these disorders — social interaction and communication skills. Learn more by calling (801) 269-8200 or visiting [lifetreeresearch.com](http://lifetreeresearch.com).

## SPORTS

• Two months after the completion of the **2012 Larry H. Miller Tour of Utah** professional stage race, event organizers confirmed that **new records were set for economic impact**, national audiences and media coverage. A research study completed reveals that out-of-state spectators contributed as much as \$14 million in direct economic impact for the state of Utah. Tour organizers also said that national television viewership almost doubled from last year, media impressions grew by nearly 50 percent and the tour earned \$8.5 million in publicity value.



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## Are you the dominant brand or is your brand bland?

What's the difference between you and all of your competition?

Are you different from your competition, or do you just think you are? Are you different from your competition, or do you just tell customers and prospects you are?

Or are you different from your competition, and others clearly perceive you as both different and better?

REALITY: It's not what you think or believe, it's what your customers do and say.

REALITY: If I ask you what the difference between you and your prime competition is, and your answer is "our people" or "me," you're in serious trouble.

REALITY: If you asked your customer what the difference is, what would they say?

Cheaper? Closer to my home? Been using them for years? Six of one, half a dozen of the other?

If so, you're in trouble.

Your reputation is a reality check of where you actually are versus where you think you are.

### • What's your customer reputation?

Not a satisfaction survey. A face-to-face talk. Not a phone interview. A face-to-face talk where you ask 100 of your customers what they really think of you, and why they buy.

• **What's your social reputation?** As posted on your business Facebook page by your customer, or as recommended by customers on their social media accounts?

• **What's your industry reputation?** How do both leaders and vendors perceive you in your industry?

• **What's your community reputation?** If you had a town hall meeting of the community, what would they say about you?

Here are more painful "reputation" questions about your company and your products:

- What are you doing to build it?
- What are you doing to innovate it?
- What are you doing to change or enhance your customer's experience?

Apple is the classic example of a brand, with products that back it up. Their competition is "me too," and often mentions Apple in their ads. If you brag that you're "just like Apple," personally I want Apple. The experience I have in Apple stores is in perfect harmony with the brand they're portraying.

In the computer industry, the smartphone industry, the tablet industry and the music player industry, everyone has to start with some sort of comparison to Apple — just like, better than, cheaper than — whatever they say, they mention Apple. Only Apple stands alone not comparing its products to others' products — unless it's a joke. They don't have to talk about their competition; Apple is the innovator. And they do it at their price.

What's up in your world? Are you the dominant brand? Are you Amazon? eBay? Jello? Kleenex? Kellogg's Corn Flakes? Jacuzzi?

Hard questions: Are you comparing your products to the competition, or differentiating yourself from the competition?

Are you trying to justify price, or does your quality reputation precede you?

Ouch question: Is your brand, product or service market superior, and you haven't elevated yourself to that position?

Note well: Then there are the brands that *used* to be No. 1 and have fallen to No 2 or lower, either by inferior products, inferior service or disgraced reputation. Blackberry, American Airlines, Barnes & Noble, Microsoft and Tiger Woods to name a few.



Jeffrey Gitomer

Here are six interviews you need to do to get the truth from people who are willing to give it to you. In order to get better tomorrow, you gotta know where you are today.

1. **Interview customers who love you.** They'll tell you the good stuff.

2. **Interview customers who left you.** They'll tell you why, and how to improve.

3. **Interview customers who said no to you.** They'll tell you why they chose someone else.

4. **Interview loyal employees.** They'll tell you why they love you.

5. **Interview departed employees.** They'll tell you why they left you.

6. **Interview industry leaders.** They'll give you the big picture you may not be able to see.

Caution: Leave PR, marketing and advertising out of the equation, or you may *never* get to the truth. My recommendation is to hire an outside branding company, and at least get a new perspective on the outside world (your customers and the marketplace) *and* the inside world (your people).

After your interviews, here's what to do:

- Be realistic as to outside opinions, and how you can create improvement.
- Create internal excitement about innovation and new ideas.
- Train and teach attitude, self-belief and creativity.
- Give people paid days off just to think and create.
- Create a sense of self-pride in your people by listening to their thoughts and ideas.
- Praise and implement new ideas.

Result: A new, market dominant, more profitable you.

If you want to learn my secret for long-term brand, name recognition, and loyal customers, go to [www.gitomer.com](http://www.gitomer.com), register if you're a first-time visitor, and enter the word NAME in the GitBit box.

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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## Stocks and presidential elections — what does history show, and should we value it?

As an investor, you know that past performance is no guarantee of future success.

Expanding that truth, history has no bearing on the future of Wall Street.

That said, stock market historians have repeatedly analyzed market behavior in presidential election years, and what stocks do when different parties hold the reins of power in Washington. They have noticed some interesting patterns through the years that may or may not prove true for 2012.

The Dow hasn't done that well when the presidency has changed hands. A new research report from MFS Investment Management details the history of the blue chips in presidential election years from 1900-2008. It notes that the DJIA has on average lost 4.4 percent in election years in which the incumbent party in the White House loses. On the other hand, in years when the status quo was maintained, the Dow gained an average of 15.1 percent. Of course, much of these yearly gains and losses could also be chalked up to macroeconomic factors having nothing to do with a presidential race.

Overall, election years have been good for the blue chips. On average, the Dow has advanced 7.6 percent in the 28 election years since 1900. When Republicans have won a presidential election, the average annual gain of the index has been 10.3 percent. When Democrats have won the White House, the average annual gain has been 3.9 percent.

Do stocks respond if a particular party has control of Congress? Many House and Senate seats will be decided in November as well, and so MFS also looked for any history of effect on the S&P 500 when a single party had or lacked a majority in Congress from 1961-2010.

In that period, MFS notes that when the White House and Congress were controlled by the same party, the S&P annually returned 12.1 percent on average. In years with a Democratic president and a Republican-controlled Congress, it returned an average of +21.3 percent. In years when a Republican president contended with a Democrat-controlled Congress, the annual return of the index averaged +4.5 percent. In years in which Congress was split — regardless of who was president — the S&P went 7.1 + percent on average.

Could the Dow actually help determine who wins the White House? James Stack, president of InvesTech Research, chooses to look at this through the other end of the telescope. In his view, the performance of the Dow between Labor Day and Election Day exerts a powerful influence on who wins in November. Stack notes that in 25 of the 28 presidential elections held since 1900, the incumbent party in the White House either lost the presidency when the Dow retreated within that time frame, or retained the White

House when the Dow advanced between Labor Day and Election Day. Of course, other factors may have been considerably more influential in these elections, such as a given president's approval rating and the unemployment rate.

Bulls have run in many fourth quarters of election years. As the *Stock Trader's Almanac* cites, the S&P 500 advanced in the last seven months of 15 out of the 18 election years from 1952-2008.

How much weight does history ultimately hold? Perhaps not much. It is intriguing, and some analysts would instruct you to pay more attention to it rather than less.

Historical "norms" are easily upended, however. Take 2008, the election year that brought us a bear market disaster. The year 2000 also brought an S&P 500 loss.

While a presidential election undoubtedly affects Wall Street every four years, it is just one of many factors in determining a year's market performance.

In conclusion, don't try and predict the future when it comes to your investments. Only new news and information change the pricing of securities. That is one reason why you should not own actively traded mutual funds. It is very hard to have a diversified portfolio when the managers of your funds are constantly turning over your stocks.

Mark Lund is a portfolio management specialist, investor coach, speaker and author of, *The Effective Investor*. To get a free consumer report, "9 Investor Mistakes that Kill Portfolio Performance" go to [www.StonecreekWealthAdvisors.com](http://www.StonecreekWealthAdvisors.com). Lund offers investment management services through Stonecreek Wealth Advisors Inc., an independent fee-only Registered Investment Advisor Firm in Draper He can be reached at (801) 545-0696.



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## • Calendar •

• Oct. 17, 10-11 a.m.:

**“Building a Talent Pipeline: How to Stop Planning for Succession and Start Managing It”** webinar, posted by Webinar Masters of North Salt Lake. Claire St. Louis, human capital practice leader for MESA Research Group, will discuss a simple process for identifying critical positions within the organizations and for mapping out a succession plan for each. She also will discuss tips for engaging their business clients in the succession dialogue and implementing change management to ensure that leaders incorporate succession planning and talent development into their regular management practices. Cost is \$49. Details are at [www.webinar-masters.com](http://www.webinar-masters.com).

• Oct. 17, 7:30 a.m.-5 p.m.: **Inaugural Small Business Summit**, hosted by the Utah Small Business Coalition. Keynote speakers will be Larry Chatterton of Chatterton Inc., and Mike Brian of Penna Powers Brian Haynes. There will be multiple breakout sessions on a variety of topics, as well as exhibitor booths and networking. Location is the Radisson Hotel Downtown Salt Lake City, 215 W. South Temple. Cost is \$30. Register at [www.utahsmallbiz.com/events](http://www.utahsmallbiz.com/events).

[biz.com/events](http://www.utahsmallbiz.com/events).

• Oct. 18, 6-9 p.m.: **Sandy Area Chamber of Commerce Titan Awards**. The Titan Awards banquet and presentation is held annually to honor individuals and businesses that have risen to the call to serve and strengthen the community. This year’s honorees are Dr. Cynthia Bioteau, president, Salt Lake Community College; LaVell Edwards, former head football coach, Brigham Young University; and Tom Dolan, mayor, Sandy City. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. To register, visit [www.sandychamber.com](http://www.sandychamber.com).

• Oct. 18, 1-6 p.m.: **Second Annual SLC Fall Employment Law Seminar**, presented by Ballard Spahr. Speakers Elisabeth Blattner-Thompson and Karen M. Clemes will provide updates on employment law developments and trends and discuss critical human resource issues and initiatives for 2013. Location is the Rice-Eccles Tower, 451 S. 1400 E., Salt Lake City. Details are available by contacting Rachel Lufkin at [lufkinr@ballardspahr.com](mailto:lufkinr@ballardspahr.com).

• Oct. 18, 11:45 a.m.-1 p.m.: **“How Front End Specification**

**Documents May Affect Your Bid”** and **“How to Present a Bid and a Scope of Work to Help Win Work.”** Presenters will be Mike Luke of the Mountainlands Area Plan Room and Preston Socha from Zwick Construction. Location is Mountainlands Area Plan Room, 583 W. 3560 S., Suite 2, West Valley City. Cost is \$10 for members of the American Society of Professional Estimators, \$15 for others, and includes networking and lunch. For more information and to register, call (801) 288-1188.

• Oct. 22, 10:30 a.m.-3 p.m.: **International Summit**, presented by the Governor’s Office of Economic Development, the World Trade Center Utah and the U.S. Small Business Administration. Presentations will focus on doing business in Asia, Europe, Latin America and the Middle East; small-business assistance from the U.S. Small Business Administration; and international export financing. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$20. Registration and more information are at [www.business.utah.gov/ISUM](http://www.business.utah.gov/ISUM).

• Oct. 24, 2-3 p.m.: **“Creative**

**Recruiting Ideas”** webinar, posted by Webinar Masters of North Salt Lake. Jeanine Wilson, owner of Corporate Talent Advisors LLC, a full-service human resources consulting, training and recruiting company, will lead the webinar. Cost is \$49. Details are at [www.webinar-masters.com](http://www.webinar-masters.com).

• Oct. 25, 4-6 p.m.: **Utah Technology Council Life Science Mixer**. Location is Sorenson Genomics, 2495 S. West Temple, Salt Lake City. Event is free for UTC members. Information is available at (801) 568-3500.

• Nov. 3, 6 p.m.: **107th Annual Utah Manufacturers Association (UMA) Awards and Installment Banquet**. Event will feature presentation of “Manufacturers of the Year” awards. Evening begins with 6 p.m. social, followed by dinner at 6:45 p.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost through Oct. 15 is \$170 per couple and \$750 for a table of 10; thereafter the cost is \$195 per couple and \$800 for a table. Registration is available at [http://www.umaweb.org/custom\\_forms/uma\\_annual\\_banquet\\_registration.php](http://www.umaweb.org/custom_forms/uma_annual_banquet_registration.php). Each couple will receive the UMA’s traditional “Utah Products Box.”

More information is available by calling Teresa Thomas at (801) 363-3885.

• Nov. 13-15, 5:30-8:30 p.m.: **Bi-annual seminar for young architects studying for the structural portion of the Architect Registration Examination**, hosted by BHB Engineers. Multiple engineers from BHB will present. Location is Big-D Construction, 404 W. 400 S., Salt Lake City. Free. Register by calling (801) 355-5656.

• Nov. 15, 8 a.m.-5 p.m.: **36th Annual American Express Women & Business Conference**. Gail Miller of the Larry H. Miller Group will be honored as the 2012 Salt Lake Chamber Athena Award recipient. Honored as Pathfinders will be Dr. Sarah George of the Natural History Museum of Utah, Debra Hoyt of Questar Corp., Dr. Vivian Lee of University of Utah Health Science, Dr. Susan Madsen of Utah Valley University and Molly Mazzolini of Infinite Scale. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost varies. For more information and to register, visit [www.slchamber.com/womenandbusiness](http://www.slchamber.com/womenandbusiness).

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## Highly debatable: the big liar's biggest lies

"It's not easy to debate a liar," complained an e-mail from one observer of the first presidential debate — and there was no question about which candidate he meant. Prevarication, falsification, fabrication are all familiar tactics that have been employed by Mitt Romney without much consequence to him ever since he entered public life, thanks to the inviolable taboo in the mainstream media against calling out a liar (unless, of course, he lies about sex).



Joe Conason

Yes, President Obama ought to have been better prepared for Romney's barrage of blather and bull. The Republican's own chief advisor, Eric Fehrnstrom, had glibly described the "Etch-a-Sketch" strategy they would deploy in the general election, to make swing voters forget the "severe conservative" of the primaries. Romney executed that pivot on debate night, but he could do so only by spouting literally dozens of provably fraudulent assertions, which various diligent fact-checkers proceeded to debunk.

Knowing that he is vulnerable on taxation and the budget for many reasons, including his own peculiar and secretive tax history, Romney made several contradictory claims regarding his economic plan. He has no plan to lavish \$5 trillion in tax breaks on

the wealthy. He won't cut taxes for the rich at all. He vowed to provide tax relief to the middle class and won't increase their tax burden. He swore that his tax cuts would not increase the deficit.

Finally, he said that with all of that, he would grow the economy enough to shrink and eventually eliminate the deficit — without raising taxes on anyone. And he claimed that there are several studies proving he can fulfill all of these conflicting promises, even though he refuses to provide any specific tax proposals beyond a broad tax cut.

There is no study proving that Romney can do what he promised, and among his lies is his description of editorials in the *Wall Street Journal* as "studies" of his plan. The most complete and unrefuted study of his claims remains the Tax Policy Center's bipartisan report on the Romney plan, which shows that there is simply no way to pay for his \$5 trillion, across-the-board tax cut without raising taxes on the middle class. None of the alternative studies he has cited proves otherwise — and some of them actually amass additional evidence that he is wrong.

Undoubtedly he knows all that. He knows that eliminating

the estate tax, a mainstay of his plan, will benefit the rich enormously, and almost nobody else.

He also knows that when he claims economic growth alone will erase the deficit, without raising taxes, he is inventing impossible numbers. As The National Memo's Howard Hill demonstrated recently, the assumptions behind his claims are ridiculous. For the numbers to work, he would have to create not 12 million jobs, as he promised to do by 2016, but 162 million — more than the total current U.S. workforce. Or else the jobs created would have to pay more than \$443,000 per year on average, which is even less likely than Rafalca winning the dressage medal at the next Summer Olympics.

At the same time, Romney accused the president of increasing the federal debt by an amount that is "almost as much as all prior presidents combined." This charge, which he leveled before, is patently false, and by now Romney must know it. The prior debt, mostly run up by George W. Bush and his Republican congressional cronies, stood above \$10 trillion when Obama took office. The debt is now just over \$16 trillion, mostly due to costs incurred by Bush and by Obama's successful effort to prevent a Depression.

Having essentially disavowed

the health care reforms that were his sole significant achievement in his single term in elected office, the former Massachusetts governor suddenly claimed ownership of Romneycare. Presumably, this will make him more appealing to swing voters, too. But he still wants to do away with Obamacare, except for the parts that are popular.

For this maneuver, he must misrepresent his own proposed federal health care overhaul. He says there will be no change to Medicare for current beneficiaries, but repealing the Affordable Care Act will deprive them of free preventive care, increase their costs for prescription drugs and do irreparable harm to Medicaid, which provides assisted care for nine million destitute Medicare patients.

But Romney has been lying about the Affordable Care Act for years, according to his own former advisor Jonathan Gruber, the chief intellectual architect of Romneycare. Nearly a year ago, Gruber complained that Romney's attempt to draw a sharp distinction between the Massachusetts legislation and Obamacare was phony. He told Capital New York in November 2011 that "they're the same [expletive] bill. He just can't have his cake and eat it too. Basically, you know, it's the same

bill. He can try to draw distinctions and stuff, but he's just lying."

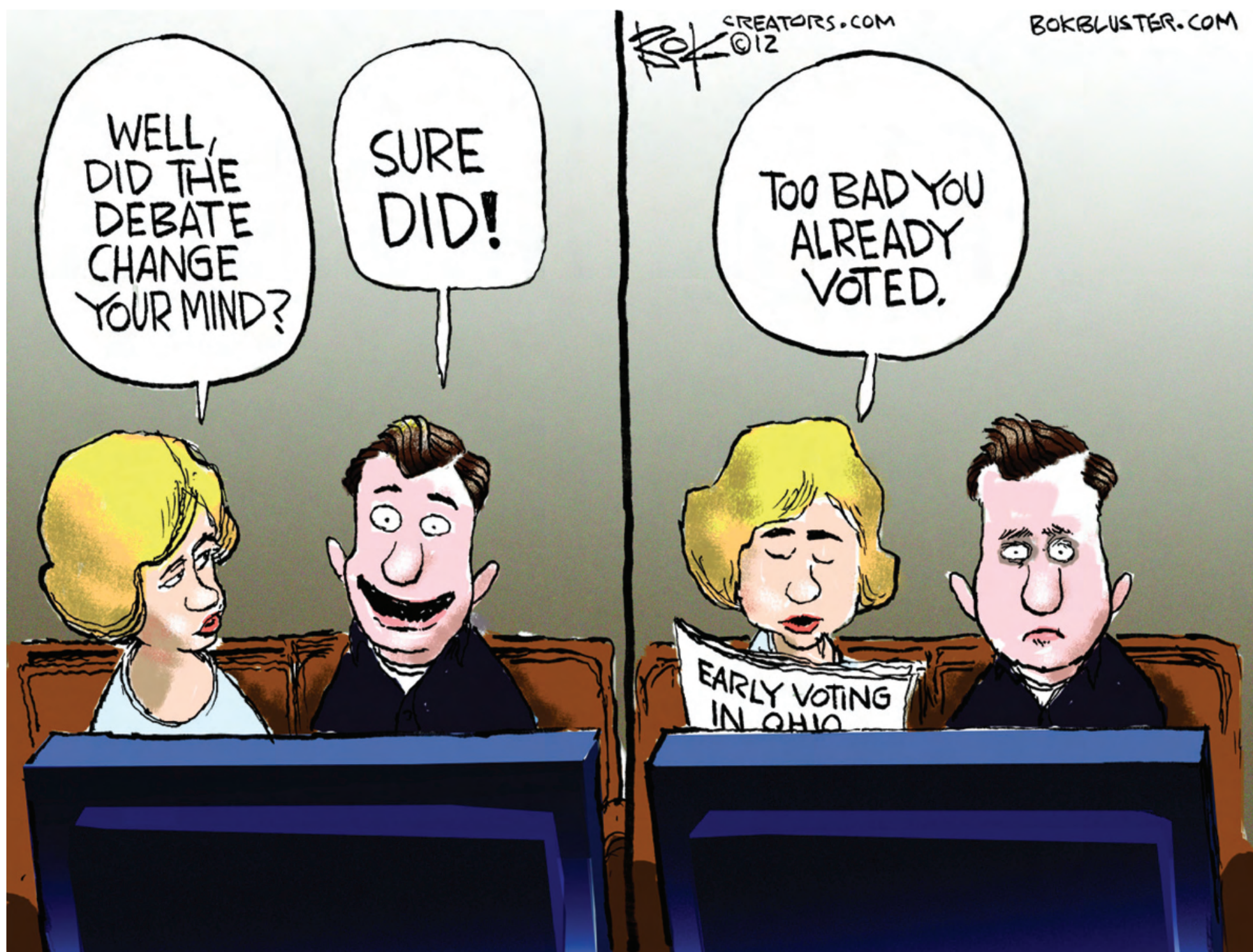
Lying again? Indeed, the falsehoods flowed on every conceivable subject. Concerning energy, Romney claimed that "about half" of the renewable energy firms that received federal assistance under Obama administration programs went bankrupt — a claim that cannot be justified by any measure. Of the 28 firms that got federal loans or loan guarantees, three went under, representing less than 11 percent — and less than 5 percent of the funds committed. (This assertion was so blatantly untrue that the Romney campaign withdrew it the next day.)

The examples cited above hardly exhaust the deep well of dishonesty in the Republican campaign. What Romney has done presents a fundamental challenge to the American political media. Will news outlets hold him accountable for baldly misleading voters? Are they capable of confronting his continuous mendacity with basic facts? Some have made a beginning, while others have scarcely tried. If that isn't their responsibility, then they no longer have any purpose at all.

Joe Conason is the editor in chief of NationalMemo.com.

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## Phony in Chief

When President Barack Obama and others on the left are not busy admonishing the rest of us to be “civil” in our discussions of political issues, they are busy letting loose insults, accusations and smears against those who dare to disagree with them.

Like so many people who have been beaten in a verbal encounter, and who can think of clever things to say the next day, after it is all over, President Obama, after his clear loss in his debate with Mitt Romney, called Governor Romney a “phony.”

Innumerable facts, however, show that it is our Commander in Chief who is Phony in Chief. A classic example was his speech to a predominantly black audience at Hampton University on June 5, 2007. That date is important, as we shall see.

In his speech — delivered in a ghetto-style accent that Obama doesn’t use anywhere except when he is addressing a black audience

— he charged the federal government with not showing the same concern for the people of New Orleans after hurricane Katrina hit as they had shown for the people of New York after the 9/11 attacks, or the people of Florida after Hurricane Andrew hit.

Departing from his prepared remarks, he mentioned the Stafford Act, which requires communities receiving federal disaster relief to contribute 10 percent as much as the federal government does.

Senator Obama, as he was then, pointed out that this requirement was waived in the case of New York and Florida because the people there were considered to be “part of the American family.” But the people in New Orleans — predominantly black — “they don’t care about as much,” according to Barack Obama.

If you want to know what community organizers do, this is

it — rub people’s emotions raw to hype their resentments. And this was Barack Obama in his old community organizer role, a role that should have warned those who thought that he was someone who would bring us together, when he was all too well practiced in the arts of polarizing us apart.

Why is the date of this speech important? Because, less than two weeks earlier, on May 24, 2007, the United States Senate had in fact voted 80-14 to waive the Stafford Act requirement for New Orleans, as it had waived that requirement for New York and Florida. More federal money was spent rebuilding New Orleans than was spent in New York after 9/11 and in Florida after Hurricane Andrew, combined.

Truth is not a job requirement for a community organizer. Nor can Barack Obama claim that he wasn’t present the day of that Senate vote, as he claimed he wasn’t there when Jeremiah Wright unleashed his obscene attacks on America from the pulpit

of the church that Obama attended for 20 years.

Unlike Jeremiah Wright’s church, the U.S. Senate keeps a record of who was there on a given day. The Congressional Record for May 24, 2007, shows Senator Barack Obama present that day and voting on the bill that waived the Stafford Act requirement. Moreover, he was one of just 14 Senators who voted against — repeat, AGAINST — the legislation which included the waiver.

When he gave that demagogic speech, in a feigned accent and style, it was world class chutzpah and a rhetorical triumph. He truly deserves the title Phony in Chief.

If you know any true believers in Obama, show them the transcript of his June 5, 2007, speech at Hampton University (available from the Federal News Service) and then show them page S6823 of the Congressional Record for May 24, 2007, which lists which senators voted which way on the waiver of the Stafford Act requirement for New Orleans.

Some people in the media have tried to dismiss this and other revelations of Barack Obama’s real character that have belatedly come to light as “old news.” But the truth is one thing that never wears out. The Pythagorean Theorem is 2,000 years old, but it can still tell you the distance from home plate to second base (127 feet) without measuring it. And what happened five years ago can tell a lot about Barack Obama’s character — or lack of character.

Obama’s true believers may not want to know the truth. But there are millions of other people who have simply projected their own desires for a post-racial America onto Barack Obama. These are the ones who need to be confronted with the truth, before they repeat the mistake they made when they voted four years ago.

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A close-up portrait of a man with short, dark hair, smiling warmly at the camera. He is wearing a dark pinstriped suit jacket, a white dress shirt, and a brown and blue plaid tie. The background is a soft-focus outdoor scene with green foliage.

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