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THIS WEEK

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Committee struggles with issue of government privatization

By Brice Wallace
The Enterprise

How much of Utah's government should be privatized is a lingering question, one that continues to baffle at least one legislator and perhaps is being thwarted by a lack of resources for the Utah Privatization Policy Board.

The Political Subdivisions Interim Committee discussed the matter at its October meeting but came to no conclusions and produced no bills.

That likely came as no surprise to Senate Majority Leader Scott Jenkins, R-Plain City.

"I don't know how to do it. I've been here 12 years. I've put a lot of effort into this — not a little — and every time I think I've got an angle to maybe how we can solve some of this, it ends up falling flat on its face," Jenkins told the committee.

"Somehow, we've got to solve this because ... a lot of people in our lives compete with government on a daily basis, and it's not fair because government isn't held to the same standard and government has built-in advantages over private enterprise. And private enterprise, in most cases, was there first. Government has really encroached on them. It's not the opposite. It's not that private enterprise has encroached on government. Most of these times it's [that] government has decided now that they need to do something that has been held and done

by the private sector for many years in many cases.

"So anyway, I'm looking for ideas here because this is something I've been fighting since the day I got here, and this is as tough an issue as I believe you'll find when you're down here."

Jenkins cited examples of government competition with private enterprise in the forms of the Weber State University Alumni Center and the Salt Lake City main library downtown. Both have begun leasing spaces for weddings, thereby competing with commercial wedding operations that "end up going broke" because the government becomes their competitor, he said.

Government can always operate at an advantage in any scenario — recreation centers, weddings, golf courses, taxi services — because of certain tax exemptions, Jenkins said.

Robin Riggs, a member of the Utah Privatization Policy Board for five years, told the committee that a lack of resources is keeping the board from conducting an inventory of state services to determine which should be discussed for possible privatization. Perhaps half of the services have been considered, but "still it's just a cursory investigation," he said. Only two functions were suggested for privatization, "but we haven't even been able to get

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CHG Healthcare to be sold to equity firms

Salt Lake City-based CHG Healthcare Services, a leading health care staffing firm, has agreed to be sold to Leonard Green & Partners and Ares Management Inc., with existing management retaining a significant equity interest. CHG is currently majority owned by funds affiliated with J.W. Childs Associates LP.

Leonard Green & Partners, Los Angeles, is one of the nation's preeminent private equity firms, with over \$15 billion of private equity capital raised since inception. Founded in 1989, the firm has invested in 62 companies with aggregate value of \$54.6 billion in the form of traditional buyouts,



going-private transactions, recapitalizations, growth capital investments, corporate carve-outs and selective public equity and debt positions.

Also based in Los Angeles, Ares Management is a global alternative asset manager and SEC registered investment adviser with

Greater Salt Lake area real estate market nears end of one of best years since '09



Over the past 12 months, 45 percent more new homes were started in the market compared with the prior 12-month period.

The greater Salt Lake market continues to gain momentum as it nears one of the best years since 2009, according to a recent report by Metrostudy, a national housing data and consulting firm that maintains the most extensive primary database on residential construction in the U.S. housing market.

"New home production in the greater Salt Lake market has once again experienced a significant increase compared to the previous quarters," said Eric Allen, director of Metrostudy's Utah/Idaho Region.

Over the past 12 months, there have been 6,312 new homes started in the market, which is a 45 percent increase compared to the annual pace one year ago. Of

this total, 2,154 starts occurred during 3Q 2012, which is a 61 percent increase over 3Q 2011. Annual new home closings are also on the climb, with a total of 5,815 as of the end of 3Q 2012. This is an increase of 25 percent compared to last year's annual pace. Quarterly closings totaled 1,911 in the third quarter, which is a 38 percent increase over last year at this time.

Overall new home inventory for attached and detached product in the greater Salt Lake market increased 12 percent over 3Q 2011 to a total of 4,827 homes, which is a 10 month supply. New home inventory for single family detached currently has a 7.6 month

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PRIVATIZE

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to the point of making a solid recommendation because [we] don't have enough information to go on," he added.

"We can't even get to the point to make a decision as to whether or not to analyze 'X' industry or product or service and decide whether or not it even should be determined if it should be privatized," Riggs said. "We don't even have enough expertise or experience or staff to go that far."

State agency representatives are not evasive but rather "they don't think about what is being asked" when considering which of their services could be privatized, he said. It's possible that they are worried that privatization would threaten their jobs, he said.

Riggs added that lawmakers apparently have "lost interest" in the matter. "I don't want to characterize the motivations of legislators, but I think that they somehow lost interest as a whole. ... I would hope that with this discussion and other discussions we can have offline there's a way we can revitalize the effort," he said.

Royce Van Tassell, vice president of the Utah Taxpayers Association, said he would not suggest a wholesale switch of government activities to the private sector. But he noted that some Georgia communities have successfully used private-sector contracting for community services other than police, and some have improved roads and parks at half the expected costs.

One committee member said he would hate for the state to tell

Utah cities that, for example, they could not have municipally owned golf courses.

Sen. Karen Mayne, D-West Valley City, cautioned against a sweeping approach to privatization because government and the private sector have different motivations.

"I agree that those things should be looked at to privatize," Mayne said. "But, you know, if we looked at government, we could probably privatize everything. ... But that's what we don't do as government. That's why we collectively come together to see what's best for the people, not the profit."

Privatization puts services "in the realm of profit. ... I agree with you some things can be privatized, but we need to look at the long term," she said, noting that labor especially tends to suffer in any privatization move.

"Nobody goes into business to lose money for the common good. ... We [government] pay for things because it helps our community and takes care of our citizens, but everybody goes into business for profit. So that's why we have to look at everything." She wondered if Utahns suffer or gain when profit is removed from the equation.

House Minority Assistant Whip Brian King, D-Salt Lake City, said he worries that the influence of money results in lobbyists being hired to promote the interests of some private sector entities, while others lack the means to do so. "They use us, Utah state government — or try to use Utah state government — as a shield to competition from smaller or other players that are maybe infringing on their markets or their territory

or their financial interests," King said.

King said lawmakers needs more information about "how we as a legislature can work to remove or reduce barriers to small business who are seeking to gain greater market share or greater leveling of the playing field against entrenched players. That's very important to me, and that's not something I hear about so much."

New life science association to be unveiled Nov. 8

MD4 Utah and the Intermountain Biomedical Association plan to merge into Utah's new, independent life science association. The merger decision follows unanimous votes of approval by the boards of directors of both IBA and MD4 Utah.

The two organizations will also provide key leaders for the new association's transition team, including Kimball Thomson, current executive director of MD4 Utah, who will lead the transition team and serve as president and CEO of the new association.

The team will work in close collaboration with Suzanne Winters, Ph.D., life science cluster director for the state of Utah, who is leading the effort to execute the Utah Cluster Acceleration Partnership, the core strategic plan for the state's life science sector.

Utah's new life science association will be officially launched and named at the 2012 Utah Life Science Summit Nov. 8 at The Grand America Hotel in downtown Salt Lake City.

\$17.5 million apartment complex planned in SLC

The Salt Lake City Housing Trust Fund has agreed to authorize a loan designed to help finance the construction of a \$17.5 million apartment building in downtown Salt Lake City.

G,G&D Woodruff LLC

HOUSING

from page 1

supply, a total of 2,667 homes. Inventory of vacant developed lots (VDL), for detached product has declined for 13 consecutive quarters and currently totals 17,927.

"This steady decline combined with an increase of starts has forced the supply of finished lots to fall to 44.3 months," Allen said.

"This year has been filled with much stronger buyers and real growth, contrary to that in 2009, when sales were bolstered by the tax credit. The fundamentals are well in place for the market to continue its road to recovery; however the upcoming election will put pressure on confidence levels," Allen said.

During the past 12 months ended September 2012, employers have added 21,800 new jobs in the market, which is a strong growth rate of 2.1 percent. This compared to the 29,400 jobs created as of September 2011. The unemployment rate in the greater Salt Lake market has maintained a level economists considered to be "fully employed" since the end of 2011, Allen said. With job growth on the rise, the unemployment rate sat at 5.6 percent as of August, which is down from 7.6 percent recorded last year at this time.

sought and received \$500,000 at 3 percent interest to help build the Brunswick Place Apartments at 245 S. 200 E. containing 132 units.

Fifty of the units would be affordable for individuals and families earning 60 percent of average median income (AMI), while 77 percent of units would be marketed to individuals and families earning 75 percent AMI and 5 percent of the units would be unrestricted market rate.

Developer Gary Nordhoff told the trust fund advisory board that the project would provide affordable housing for single people who work downtown.

Fifty of the units would be studios renting for about \$750, while 45 would be one-bedroom renting for between \$870 and \$900. Two-bedroom units would run \$1,100 to \$1,630. The building would be seven stories tall and is being designed by ASWN Architects to meet or exceed National Green Building standards and design guidelines. If constructed, there will be structured parking below ground and one story above grade.

According to city documents, additional funding sources include an equity investment by the owners of \$2.5 million, a first mortgage from Zions Bank of \$14 million, and \$500,000 from Salt Lake County HOME.

Previously, the developers built the Woodruff Place Apartments in Salt Lake City. The Brunswick project needs Salt Lake County approval before it can proceed.



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Too small to sell to the federal government? Think again

By Brice Wallace

The Enterprise

Think your company is too small or too specialized to get a big federal government contract? Think again.

Tom Tosti and Tekton Woodworks LLC are the poster children for what is possible. The husband-and-wife company designs and fabricates custom church furniture.

"You might think, what would the government have to do with that?" Tosti said at last week's seventh annual Utah Procurement Symposium, a conference about government contracting. "Well, there are almost 4,000 military bases in the world and they all

have chapels."

Tekton has won three federal government contracts over the past year and a half, causing the company's business to double. "We've probably done about a half a million dollars in business in government contracting with just two people, so I guess I'm here to show that anybody can do it," said Tosti, the company's general manager and co-owner.

The symposium, presented by the Governor's Office of Economic Development and its Procurement Technical Assistance Centers (PTAC) program, featured several breakout sessions explaining how to get involved in government contracting. But many speakers said it's mostly a

matter of being willing to enter an environment that's simply different from the private sector.

"You quickly come to understand that it really is a very unique world," said John Esplin, president of professional and technical services company Centeva, which he cofounded with his wife in 2007.

Part of that world is understanding that the government sometimes places higher priority on factors beyond simply product quality and price, he said.

"In the commercial world, contracting is relatively simple: the buying of goods and services, right? It's as simple as that. Any company, if they like what you put in front of them, they have the means to purchase that and they don't have to go through all the hoops and the structure that is required from the federal government."

Esplin said he knew a lot about the business world, but in federal contracting "came to really understand in a lot more detail the demands that are required and the language you have to speak and the nuances in that world better than we ever had anticipated."

Tosti said he was frustrated early on simply trying to understand government acronyms, who to speak to about potential projects and dealing with "the most interesting bid process I've ever been up against. ... It's mostly just trying to think like a government person."

Demonstrating the difficulty of government contracting, Tosti said one of his proposals was 75 pages long.

But speakers said the best way to learn about opportunities and challenges is to tap into the experience of others who already have gone down the government contracting path. Both Esplin and Karen Woodbury, presi-

dent and chief executive officer of Woodbury Technologies Inc., hailed the help they received from PTAC and the U.S. Small Business Administration (SBA).

Woodbury said she knew a lot about technical work, but government contracting has "a steep learning curve."

"There are lots of helps out there. Some of the helps come from SBA. In the beginning, they were a lot of help. Some of the helps come from just friendly, nice businesspeople out there and government clients who are willing to talk to you and lend a helping hand," she said.

"I think the business principles that work in general work in the federal space, so get a good foundation in business in general. ... I guess you've got the gist that it's a strange, new world if you haven't been there. There's a lot of ins and outs. Just find somebody who knows the ropes who's willing to help you."

Getting a foot in the door often comes way ahead of responding to a request for proposals. For Woodbury, repeated trips to one government office in Texas proved fruitless. But the sixth visit paid off, aided by a little thing — chocolates bearing the company logo — that helped get her noticed.

Tosti said small businesses like his sometimes have an advantage in getting government work because they are flexible, know their costs and have little overhead. He encouraged company owners to be willing to try.

"Have some chutzpah," he said. "Don't think that you can't do it. What's the worst that can happen — they can say no? Give it a shot."

"That's really what it comes down to: just don't be afraid of it," concurred Jonnie Wilkinson, a PTAC regional manager. "Try

it, go into it, you'll find that you can be successful. I have a lot of clients that have just started from scratch, [and] just like many of you here, haven't had a contract, but they do what's necessary and they just follow through and eventually they're successful."

There certainly are opportunities for small businesses, usually as subcontractors. Nancy K. Andrews, director of contracting at the Ogden Air Logistics Complex at Hill Air Force Base, said legislation passed since 2010 emphasizes the use of small businesses in contracting. Last year, the center spent more than \$2 billion, including more than \$500 million on Utah companies. "That's pretty incredible," she said, "but we probably could do a lot better, right?"

Andrews acknowledged that "government-speak is very different" and she herself had to learn a lot of acronyms. "I think it seems a little daunting at times: how do I get into the government. ... Like I said, there's a lot of bureaucratic words sometimes in these proposals, we have to follow some very strict regulations ... The way these proposals come out, I know if I was looking at it for the first time, it could be a little bit confusing and daunting to figure out the process."

But Andrews said small businesses "have the forward thinking, more so than some of our large bureaucratic businesses, and we're really looking for innovative ways to spend out taxpayer dollars."

The government wants to spend its money wisely but in the military it comes down to acquiring goods to protect war-fighters. "If we can do that in a better way within our constrained budgets that we're going to have in the foreseeable future," she said, "we're all going to be in a win-win situation there."

Vinyl fencing firm to build new headquarters in Lehi



Best Vinyl's new Utah County facility will be twice as large as its former location in American Fork.

Best Vinyl, a Utah County-based distributor and installer of vinyl fencing, plans to break ground on a new headquarters facility in Lehi.

To be located on a little over four acres at roughly 525 S, 850 E., the facility will measure about 38,000 square feet and be twice the size of the firm's former American Fork location, which was moved to a temporary site in Orem in preparation for the groundbreaking, said vice president of sales and marketing Brandon Brooks. Work on the new headquarters should begin within about three weeks and likely will be complete by March, he said. Barco Construction will act as general contractor.

Brooks said Best Vinyl is not only in need of a larger presence in Utah County, it also wants to prepare for future growth. With additional locations in Layton and Hawaii, Best Vinyl employs roughly 45 people in Utah and 20 in the Aloha State.

The larger facility will increase the firm's ability to fabricate raw goods into finished goods, and hike its capacity to stock additional product.

Locally owned and operated,

Best Vinyl performs most of its installations in Utah, although larger projects out of state are accepted. The company is also a wholesale distributor of vinyl fencing products in the western U.S.

In addition to vinyl fencing, Best Vinyl sells and installs vinyl decks, gazebos, pergolas, arbors and porch rails.

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• Industry Briefs •

ARTS/ ENTERTAINMENT

• Ballet and bears were the focus of motion picture/TV incentives awarded in October by the **Governor's Office of Economic Development (GOED)** board. **BBC Worldwide Realty Productions LLC** was approved for a tax credit between \$290,000 and \$362,000 for "Breaking Pointe: Season 2." The reality TV series is expected to spend \$1.45 million spend in Utah, with principal photography for about two months in early 2013. The first season was shot in Utah last year. The program focuses on competition for parts at **Ballet West**. **Red Machine LLC** was approved for a \$105,000 cash rebate for the action feature film "Red Machine." Marshall Moore, director of the Utah Film Commission, described the movie as "'Jaws' with a grizzly bear." Its Utah element will feature no actors. The production company will shoot scenes of "Little Bart the Bear," named after "Bart the Bear," an Alaskan Kodiak bear popular in films and TV shows before its death in 2000, after deciding on Utah shooting rather than shipping the bear to Canada. The company is expected to spend \$700,000 during a one-week shooting schedule in Utah. The movie will star James Marsden and Billy Bob Thornton.

• The **Days of '47 Inc.** has elected new officers for the 2013 event season. **Craig Peterson** of Salt Lake City will serve as the new president, replacing Eric Jergensen. Peterson recently retired as the program director for the Utah International Trade and Diplomacy Office. Over a long career in public service, he was also employed in various capacities by the Salt Lake Chamber and Salt Lake City.

CONSTRUCTION

• The new **Samuel H. and Marian K. Barker Health Technology Building** on the Ogden-Weber Tech College

Campus has been awarded a **Gold LEED Certification** from the U.S. Green Building Council. The 88,000 square foot facility was designed by GSBS Architects and built by Okland Construction. LEED certification is based on the building's energy usage, carbon dioxide emission, efficient water use, indoor environmental quality and the effect of its employment of resources.



EDUCATION/TRAINING

• Two of the first public "Smart Schools" have been launched, at **North Sevier High School** and **Gunnison Valley Elementary**. The Smart School Technology Program encourages the deployment of whole-school technology in Utah's public schools. At the launch, each student and teacher in the participating schools received an iPad to facilitate 21st century learning. The technology program is designed to help students develop the digital and technology skills needed to compete and thrive in a global, digitally driven economy. The Governor's Office of Economic Development selected three schools from the 40 that applied. Dixon Middle School in Provo will be launched in November. Through a bidding process, iSchool Campus, Park City, was selected as the vendor to provide and implement the technology. The program, created by SB248, provides the following deployment features in each school: wireless infrastructure, flat-screen TVs with device mirroring technology, MacBook computers in every classroom, an Apple iPad for every student and teacher, Internet security, software and professional development for teachers, administrators and school technology offices. The program also includes secure Web filtering so students can work with their devices at home and proprietary software to connect students

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ENVIRONMENT

• **Western Metals Recycling's** Salt Lake City recycling facility received the **SHARP (Safety & Health Achievement Recognition Program) designation** from the **Utah Department of Labor**. SHARP is the highest honor OSHA awards to businesses that demonstrate an exemplary commitment to workplace safety and health. Western Metals Recycling, based in Salt Lake City, is the largest full-service metals recycler in the Intermountain West. It has nearly 300 employees and operates nine recycling facilities.

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FINANCE

• The **Utah Association of Certified Public Accountants (UACPA)** has selected 14 young and new professionals to join the **2012 ProNet Leadership Academy**, a select group of up-and-coming individuals who participate in a year-long program to strengthen their leadership skills. Eligible candidates have three years of professional experience. Through an application and nomination process, new CPAs are invited to join. The 2012 class includes **Robert L. Abercrombie** from Hansen, Barnett & Maxwell P.C., **Megan D. Bronson** from Squire, **Jacob Bryant** from EdgeCreek, **Aaron J. Clark** from SGS Technology Group, **Stephen M. Clegg** from Mantyla McReynolds LLC, **Reuben M. Cook** from Squire, **Corey A. Crittenden** from HB Boys, **R. Scott Jones** from Peterbilt of Utah, Inc., **Timothy M. Keller** from Squire, **Jared J. Mair** from School Improvement Network, LLC, **Shayne Miller** from US Bank, **Robert C. Summers** from Hansen, Barnett & Maxwell, P.C., **Joshua D. Turnbow** from VanWagenen & Associates P.C. and **David M. Wilkinson** from CBIZ.

• **ISIS**, a joint venture among Verizon Wireless, AT&T and T-Mobile, unveiled its **ISIS**

Mobile Wallet from Google Play to the DROID Incredible 4G LTE by HTC in Salt Lake City and Austin on Oct. 22. Customers can visit stores in the two cities to obtain a new SIM card, then add their credit, debit and loyalty cards into the Wallet and begin using it at many retailers in both cities. ISIS Mobile Wallet will be available on the DROID RAZR HD by Motorola and DROID RAZR MAXX HD by Motorola this week.

• The Utah office of the **U.S. Small Business Administration** said it **supported \$361.2 million in total loans** throughout the state for FY 2012, ended Sept. 30. The total consists of 1,117 7(a) loans valued at \$227.6 million, which provide short-term or long-term financing for small business start-up or expansion; and 260 Certified Development Company 504 loans valued at \$133.6 million, which provide long-term fixed rates financing for land, buildings and equipment. In FY 2012 the top three lenders in Utah for 7(a) loans were **Zions First National Bank** (437 loans for \$44.2 million), **Mountain America Federal Credit Union**, (111 loans for \$14.1 million) and **JP Morgan Chase Bank** (78 loans for \$17.7 million). Certified Development Companies in Utah did the following: **Mountain West Small**

Business Finance, 171 loans for \$94.8 million; and **Utah Certified Development Co.**, 87 loans for \$34.2 million.

• **Paula J. Lewis** was recently named audit/QuickBooks specialist at **James & Co. Business Advisors/CPAs**, Ogden. Having previously served as office manager with James & Co. for more than 10 years, she returns to the firm after serving with a large company in Northern Utah in a similar capacity. Her background also includes more than eight years of experience in human resources with Hercules, as well as a number of years in a support position in corporate engineering and corporate patent law.

HOSPITALITY

• **The Sky Lodge**, Park City, has added several new individuals to its management team. Following nine years as director of hospitality for Park City-based restaurant group Bill White Enterprises, **Lawrence Acedo** joins The Sky Lodge as director of food and beverage, overseeing Easy Street Brasserie, Bar Boheme, Sky Blue and banquets. Executive chef **Kevin Dalebout** comes to The Sky Lodge from Deer Valley Resort's Mariposa restaurant, consistently ranked Utah's No. 1 restaurant by *Zagat Restaurant Guide*. **Hilary Reiter**

is The Sky Lodge's director of marketing and public Relations. She previously worked in public relations capacities for the Park City Chamber & Visitors Bureau, Ski Utah and the Sundance Film Festival. Director of rooms **David Olson** brings 22 years of restaurant and hotel experience to The Sky Lodge. He previously time worked at the Mansion on Turtle Creek in Dallas and the St. Regis in New York. Human resource manager **Melissa Renschler** is a native of South Africa who spent several years in Vail, Colo., as director of human resources for the Club at Cordillera, a private, full-service golf resort community.

• **The St. Regis Deer Valley** has appointed **Shane M. Baird** as chef de cuisine at the hotel's J&G Grill. A member of the original 2009 opening team for J&G Grill, Baird came to J&G Grill with considerable experience in menu development and special events. His background includes work as sous chef with Joie de Vivre Hospitality in San Francisco, the second largest operator of boutique hotels in the U.S., and as executive sous chef with Butterfly Restaurant, a fine-dining establishment with four locations in Salt Lake City.

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• The **Utah Grizzlies** and **Whipple Service Champions** are the most recent groups to select **EMI Health**, Salt Lake City, as their benefits provider. The Utah Grizzlies have selected EMI Health as its dental benefits providers, and Whipple Service Champions has enlisted EMI Health to provide medical, dental and vision coverage.

• **Utah Business Insurance Co.**, Sandy, has been granted approval to **write business in Nevada**. UBIC is a workers' compensation insurance specialist founded in 2006.

• **Debbie Engebretsen** recently joined **Intermountain Financial Group**, the Utah agency of Massachusetts Mutual Life Insurance Co. in Salt Lake City. Engebretsen began her career five years ago and specializes in long-term-care insurance and the women's market. Engebretsen is a graduate of Rick's College majoring in business administration.

• **Jeffrey M. Hirst**, a shareholder and principal in Salt Lake City-based **American Insurance & Investment Corp.**, has been selected as incoming president of the **Professional Liability Agents Network (PLAN)**. PLAN is a North American association of insurance agents who specialize in servicing architects and engineers. Hirst specializes in professional liability insurance and related commercial coverage for professional organizations.

LAW

• **Nathanael Paynter** has joined the Salt Lake City commercial law firm of **Parr Brown**

Gee & Loveless as an associate lawyer. Paynter previously worked as a summer associate at Parr Brown and at Baker Botts in Houston. In these positions, he wrote multiple memoranda on topics such as conversion, duress, easements, contract interpretation and other evidentiary issues and assisted in drafting summary judgments and other preliminary motions. Paynter also worked as a legal intern at Microsoft, where he drafted licensing agreements and other transactional documents as well as memoranda covering copyrights, software licensing and privacy. Paynter received his law degree from The University of Chicago Law School, where he was the executive editor of *The University of Chicago Law Forum*.

• The **Stoel Rives LLP** Salt Lake City office has been honored with the **2012 Alfred P. Sloan Award for Business Excellence in Workplace Flexibility** for its use of flexibility as an effective workplace strategy to increase business and employee success. The award, part of the national When Work Works project, recognizes employers of all sizes and types across the country.

• The Salt Lake City office of **Snell & Wilmer** recently donated close to 1,000 pounds of food and nearly \$4,000 in cash to the **Utah Food Bank**. During the month of September, the Salt Lake City office raised funds for the Food Bank through an in-house competition. Employees donated food and money making them eligible to compete in various games with each other throughout the month

such as Bingo and a Ping Pong tournament. Due to the total donations from the Snell & Wilmer office of Salt Lake City, the Utah Food Bank will be able to provide almost \$31,000 worth of food and services to those in Utah.

• **Ballard Spahr** real estate attorney **Cristina Coronado** has been named 2013 president-elect of **CREW Utah**, the Utah chapter of the Commercial Real Estate Women Network. Coronado will become president of the organization in 2014. She has been a member of CREW Utah since 2010 and has been a member of its board for two years. CREW Utah was founded in 2007 as a chapter of CREW Network, which is dedicated to advancing the success of women in commercial real estate and achieving parity in opportunity, influence and power within the industry.

MANUFACTURING

• The **Boeing Co.** has donated \$4,000 to the **Ogden Nature Center** to purchase a new teepee for its Native American historical display and binoculars for its birds program. Last year, the Ogden Nature Center's teepee was damaged during a storm and needed to be replaced. Boeing purchased the new teepee for the Living Close to the Land program, one of the Ogden Nature Center's most popular education programs. In addition, Boeing purchased binoculars for children who participate in the Ogden Nature Center's birds program, which teaches children how to identify birds, bird watching techniques, and how to recognize bird vocalizations.

• **Lindon-based Profire Energy Inc.**, which manufactures, installs and services burner management systems and other combustion management technologies for the oil and gas industry, said its newly released **1300 flare ignition system (FIS)** has already been purchased or installed by major exploration and production companies, fabricators and instrumentation and electrical companies, including Leed Fabrication and Encana. Multiple units have been sold in Texas, Pennsylvania,

Utah, Colorado and Wyoming. Burner management systems are designed to improve worker safety by automating the relighting of the burner flame while increasing efficiency and improving compliance with environmental regulations.

MEDIA/MARKETING

• The 2013 edition of the **"Utah Life Elevated" scenic calendar** is on sale. Produced by the Utah Office of Tourism and now in its 41st year, the calendar highlights many of Utah's iconic destinations, outdoor activities and events through photography and graphic design. Copies may be purchased at www.uotstore.com. Individual calendars are \$10 each, plus tax and shipping. Bulk orders of 50 or more are offered at \$8 each. Walk-in purchases may be made at the Zion Natural History Association bookstore at Council Hall, 300 N. State St., Salt Lake City. The tourism office sifts through hundreds of images submitted by professional and amateur photographers every year. Rastar, West Valley City, printed 25,000 copies of the calendar, which was

designed by Utah graphic artist Scott Hardy, who has worked on the state's scenic calendars for the past 27 years. The cover photo of Thor's Hammer at Bryce Canyon National Park was shot by Ed Riche. The calendar includes nearly 80 images.

• The **Downtown Alliance** has installed **two cameras on a Salt Lake City storefront**, allowing all Internet users 24-hour access to activity on Main Street. Located on the Frank Building (270 S. Main St.) the cameras offer a 180-degree field of view, including the Gallivan Trax stop, the corner of 300 South and Main Street and sidewalk activity. The live feed to the cameras can be found at www.downtownslc.org/mainstreet.

OUTDOOR PRODUCTS/RECREATION/SPORTS

• The Salt Lake City chapter of **Ducks Unlimited** will hold its **annual banquet** at Rio Tinto Stadium in Sandy on Nov. 14 from 6 to 10 p.m. Each year, the United States loses some 100,000 acres of

continued on page 9

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2012

wetland habitat. Since its inception, Ducks Unlimited has raised over \$1.5 billion and enhanced and restored more than 10 million habitat acres encompassing over 18,600 wetland projects in the U.S., in an effort to reverse the trend. DU's projects provide habitat for over 900 wildlife species, including ducks, geese and endangered species such as the whooping crane and bald eagle. For information on Ducks Unlimited's program of wetlands conservation, contact Rob Fehr at (801) 554-2741 or Kyle J. Green at (801) 657-8187 for banquet tickets and further details.

• Three Park City resorts ranked in the top 10 overall in *SKI* magazine's 2012 reader survey. **Deer Valley** was second, **Park City Mountain Resort** was fourth and **Canyons Resort** was 10th. Also in the top 30 list was Snowbird Ski and Summer Resort, 17th; Brighton, 21st; Solitude, 22nd; Alta, 25th; and Snowbasin, 30th. Utah resorts received the top rating in 11 of the 20 category divisions: Alta for "Snow;" **Powder Mountain** for "Value;" **Brighton** for "Weather;" **Park City Mountain Resort** for "Off-Hill Activities" and "Access;" and Deer Valley for "Grooming," "On-Mountain Food," "Dining," "Lodging," "Family Programs" and "Service." Seven of the top 10 resorts listed for "access" were

Utah resorts (Park City, No. 1; Deer Valley, 2; Canyons, 3; **Snowbird**, 5; Brighton, 6; **Solitude**, 7; and **Alta**, 8). Seven of top 10 were "snow" were Utah resorts (Alta, 1; Powder Mountain, 3; Snowbird, 4; Brighton, 6; Solitude, 7; **Snowbasin**, 9; and Deer Valley, 10). Six of the top 10 for "weather" were Utah resorts (Brighton, 1; Deer Valley, 2; Solitude, 3; Alta, 4; Snowbird, 5; and **Sundance**, 6). Four Utah resorts were in the top 10 for "value" (Powder Mountain, 1; Brighton, 3; Alta, 7; and Solitude, 9).

• **Snowbird Ski and Summer Resort** collected thousands of pounds of food during the resort's annual Customer Appreciation Days. It was donated to the **Utah Food Bank** on Oct. 26 along with a financial contribution of \$4,261 that was raised for Wasatch Adaptive Sports. Snowbird guests were asked to donate one can of food in exchange for a free tram ride, or in lieu of food, customers could make a \$3 donation to Wasatch Adaptive Sports.

REAL ESTATE

• **Henry Walker Homes**, Centerville, has acquired **Twin Creeks at Stonebridge**, an 82-lot residential subdivision in St. George. The 25-acre property features 40 remaining lots from

continued on next page

WHO'S READING THE ENTERPRISE

UTAH'S DECISION MAKERS

MANAGEMENT:
 71% in Top Management
 52% Owner/Partner
 32% President/CEO
 12% Vice President

BUYING POWER:
 89% Influence purchase/lease of any service
 84% Influence purchase/lease of any product
 76% Influence company policies

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83% readers are college educated

86% readers are between 25 and 59

71% readers are top management

61% consider *The Enterprise* their primary source for local business news.

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from previous page

9,000 to over 18,000 square feet with mountain views and panorama lots of Sunbrook Golf Course. Both rambler and two-story homes are available with prices starting from the mid \$200,000s. A model home is currently under construction with an estimated completion date of early February 2013.

• **NAI WEST, NAI Global Corporate Solutions and Mountain West Retail/Investment** recently partnered to

complete the sale-leaseback of a **Sportsman's Warehouse portfolio** to **Spirit Realty Capital**. The portfolio consisted of six corporate owned stores located in Utah, Colorado, Arizona and Iowa with a transactional value over \$45 million. Sportsman's will retain operational control of the stores under a 15 year lease arrangement. Founded in 1986 and headquartered in Salt Lake City, Sportsman's Warehouse operates more than 33 stores across the United States.

• **Coldwell Banker Residential Brokerage**, along with the Coldwell Banker Community Foundation, has kicked off its collection of warm clothing items as part of **Operation: Cover Up**. The annual collection runs now until Nov. 30 and the public is encouraged to donate new and gently used items for the homeless and needy in local communities. All 11 Utah offices of Coldwell Banker Residential Brokerage, from Orem to Ogden, will act as donation collection centers. Donations will be

sent to local organizations such as The Road Home Shelters, The Christmas Box House, Shriner's Hospital, Division of Aging Services, Newborn Intensive Care Unit and St. Vincent de Paul.

RESTAURANTS

• The **McDonald's** restaurant at 1655 S. Redwood Road has become the 40th McDonald's in Utah to **undergo a redesign** with a more contemporary look and feel since a \$1 billion redesign of the chain's approximately 14,000

U.S. eateries was announced in 2011. Highlights of the redesigned restaurant include expanded dining area; a completely new, modern exterior; redesigned landscaping that includes new grass that grows more slowly and requires less water; enhanced double-lane drive-through for faster service; all LED exterior lighting; red-themed interior color schemes; furniture updates; and power outlets and seating areas for those using the restaurants' free Wi-Fi.

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It takes the earth 365 days to orbit the sun. Fortunately it only takes a few minutes to apply for a solar incentive for your home or business. Due to high demand, participants will be selected randomly through a lottery. The recently expanded Utah Solar Incentive Program will accept applications from January 15 through January 28, 2013. To learn more, call **1-888-221-7070** or visit rockymountainpower.net/solar.



Let's turn the answers on.



RETAIL

• In recognition of National Breast Cancer Awareness Month, **Smith's Food & Drug Stores** is donating \$32,000 to support the **American Cancer Society's** Quality of Life program, Susan G Komen for the Cure and Huntsman Cancer Institute in Utah. The donation is a result of Smith's Giving Hope a Hand in-store cause marketing program, which helps to fight breast cancer by supporting research projects, funding mammograms and educational outreach and assisting women who are undergoing treatments with critical needs.

• **TIME** magazine has nominated **Michael McDonald**, president of **Bountiful Mazda**, for the **2013 TIME Dealer of the Year** award. He is one of 57 dealer nominees from across the country who will be honored at the 96th annual National Automobile Dealers Association Convention & Expo in Orlando on Feb. 9.

SERVICES

• Farmington area residents and entrepreneurs **John and Ashlee Smart** have been honored with the **Mr. Electric Top Gun Award**, which is presented to all Mr. Electric franchisees who are in the top 10 percent of the Mr. Electric franchise network,

which includes over 180 locations throughout the United States and Canada. **Mr. Electric of Davis County** offers residential and commercial full-service repair, replacement and upgrades as well as security and landscape lighting, high-tech troubleshooting, emergency generators, surge protection, home safety check-ups and a members-only Advantage Plan featuring priority scheduling, discounted pricing and other consumer-friendly perks.

TRANSPORTATION

• Salt Lake City-based **England Logistics**, one of the nation's largest freight brokerage firms and third party logistics (3PL) companies, has acquired certain assets of Portland, Ore.-based **Kampstra Transportation and Logistics LLC**. All Kampstra employees will join England Logistics,

• **Keystone Aviation** (formerly Million Air), Salt Lake City, has added a second **Gulfstream G200 private jet** to its FAA Part 135 aircraft charter fleet. The firm had been managing the aircraft for the past two years for a Fortune 500 company. Recently, one of its other clients, desiring to upgrade to a midsize jet, purchased the 10-passenger G200 and added it to Keystone's air charter fleet.

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- 84% Influence purchase/lease of any product
- 76% Influence company policies

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



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



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PROVEN LEADERSHIP YOU CAN TRUST

Vince Rampton and I are anxious to address the critical issues facing our state. Right now, the part-time Republican legislature is running the full-time governor. Never in our history has a governor had so many audits initiated by his own party. And never has a governor shirked so much responsibility for the failures uncovered by the audits. The current governor's leadership style is management by crisis. Our test is to face these issues head on. And our race is not just against the governor. It's against a series of failures over the last 15 years. We have to shift the balance of power in state government and correct Utah's direction. **Leadership is our state's highest challenge. Vote PETER COOKE and VINCE RAMPTON, Governor and Lieutenant Governor.**



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CEO of EMG Management, developing and managing affordable housing projects exceeding \$550 million

EDUCATION

BA Political Science, Utah State University '71
MA Political Science, USU '73
Army War College '99

ECONOMIC ROLES

Director, Utah State Economic Industrial Division
Played key role in bringing Sundance Film Festival to Utah
Board member, Housing Corporation of America
Director of Government Affairs, Salt Lake Chamber of Commerce
Director, Deseret Certified Development Company
National Board of Directors, Small Business Administration

VETERANS ISSUES

Founded Partnership for America
Founded Employer Partnership Initiative
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Owning, operating and managing a business takes guts. Guts to make tough decisions, guts to stand alone, invest in your business and have a strong, unwavering belief in yourself and your team. It also takes guts to move forward.

Being as good as your competitors just means that your business, too, will be average. Nothing special; just average. You'll earn the moniker of an "at-least-er" — at least you were in the running, which is not the chant of a champion.

It is difficult to define these economic times. Some say we are on our way out of the recession, others that it's nowhere near from being over. It doesn't matter who is right. Savvy business owners pay little attention to prognosticators. The teams with which we work are going forward, not standing by and waiting for some financial guru to declare the economy vibrant.

These simply aren't times during which you can park your business, do enough to get by and hope that your company will stay relevant in the marketplace. Being a relevant leader doesn't mean that you simply copy your competitor. Successful business leaders are offering and creating products and services customers seek.

I believe in "grow or go," a quote by author David G. Thompson, who writes that if you're not growing, your business will likely fail. These simply aren't times during which you can park your business, do enough to get by and hope that your company will stay relevant in the marketplace. Being a relevant leader doesn't mean that you simply copy your competitor. Successful business leaders are offering and creating products and services customers seek.

We have all made decisions to move forward and then second guessed if we are on the right path. Recently, in one weekend, four climbers lost their lives trying to summit Mt. Everest. Stuck in a slow moving human chain of 200 climbers in the section known as the "death zone," some hikers traversed to the summit; others died.

Your company is in the "business death zone" if you:

- Are in the dark as to cash flow needs.
- Are frustrated because your business books provide no information.
- Don't know the "critical" measures to be profitable.
- Have numbers and reports, but don't know how to use them.
- Have no time to develop a business plan or set goals.



Joseph Leverich

- Have no time to manage your business.
- Often worry about the business surviving.
- Your relationship with vendors is becoming strained.
- Run from one crisis to another — day in and day out.
- Don't know what costs you should be controlling.

Leaders with guts believe in themselves staying clear of the death zone by making sound decisions and pressing forward with their eyes on the goal.

These are the steps a leader

with guts must take to be successful:

1. Create and sustain a strong value proposition that attracts customers achieving high profit margins.
2. Position your business to be in the "highest" growth segment of your industry.
3. Wow your customers with your product or service so they will refer new business to you.
4. Leverage every aspect of your business, name, positioning possible. Don't accept the syndrome of "just enough to get by."

5. Become the *preferred provider* to your customers, business suppliers and your internal business team. Ensure that they want your product or service because it's simply the best.

6. Develop a management team that likely can take over their divisions and eventually become the key leadership of your business.

7. Invest in your company's goals and purpose. Your team needs to have a clear and concise

see LEVERICH page 21

IT'S TIME

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BUSINESS SPOTLIGHT

Finding your niche: how Daren Jackson combined his love of sports and technology with Utah-based RefPay

A lot of great business ideas come from being an outsider. That is, being able to look at a problem from a fresh perspective, undaunted by the well-worn constraints of an industry and too many shoulder-shrugs about “the way things are.”

Daren Jackson’s great business idea didn’t come about this way. His concept for RefPay, now the nation’s largest sport officiating payment solution, came from being situated right smack in the middle of his market. He was a referee, and he wanted to get paid.

Headquartered in Sandy and now co-owned by NCAA, RefPay is “kind of a PayPal for sports officials,” Jackson says. It acts as an online payment exchange system between the sports officiating associations that represent officials and the schools, leagues and conferences that hire them.

When Jackson founded RefPay in 2005, he was working part-time as a referee and found that for referees, who are independent contractors, it’s a slow process to get into a school district’s payment system.



Then it’s even longer until the check is cut. “I always felt it took us too long to get paid,” he says.

However, turnaround time was only half of the problem that drove Jackson to create a more efficient payment solution

for referees. He also wasn’t happy with the fact that schools had to collect officials’ sensitive information in order to process payments. “When you officiate, you have to fill out all of this information,” he explains. After one particularly tense game where

“everyone wanted to kill the officials,” he says that he and his colleagues headed for the locker room until the crowd cleared out. “When we came back out to the gym, someone had left the voucher info on the table!”

Tensions can run high in sports, and Jackson didn’t like the idea of someone being able to snag his personal address or financial information. When he went to the Utah High School Activities Association (UHSAA) to explain the potential data security issues referees were facing, he floated the idea of a software solution that could streamline the payment process and remove sensitive information-handling from the middle of the sports action. UHSAA applauded the idea and said they’d use the software if he developed it.

From there, Jackson got to work developing a system for streamlined, secure payment processing for sports officials. “The Internet had only been around five years, so we were a little on the cutting edge with regard to what we were trying to do,” he

see *SPOTLIGHT* page 21

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• Calendar •

• Nov. 2, 8 a.m.-1 p.m.: **Davis Chamber of Commerce's Business and Economic Summit & Training (BEST).** The program's theme is "Embracing the Radical Future," featuring an agenda focused on radical changes coming to Davis County and its business community. The keynote speaker will be Pam Perlich of the University of Utah, an expert on the changing demographics in Utah's near-term future. Other activities include a review on how to navigate in a "VUCA (Volatile, Uncertain, Complex and Ambiguous) World," presentations about the use of holograms in business, the need for expanded broadband technology necessary for Utah to remain globally competitive, and the trend in training to embrace "gamification" as an effective tool for employees of all ages. Location is the Weber State University Davis Campus. Open to the public. The cost is \$65 for chamber members, \$75 for non-members and \$75 at the door, with lunch and a light breakfast included. RSVPs can be completed and more information is available at www.davischamberofcommerce.com/best or by calling (801) 593-2200.

• 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 is \$195 per couple and \$800 for a table. Registration is available at 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.

• Nov. 30, 6 p.m.: **Utah Technology Council Hall of Fame Dinner.** Keynote speaker will be Jeff Bezos, founder and CEO of Amazon.com. Being inducted into the hall of fame will be Josh James, founder, CEO and chairman of Domo; and Fred Lampropoulos, president, CEO and chairman of Merit Medical. Location is the Grand America

Hotel, 555 S. Main St., Salt Lake City. Cost is \$275 for council members, \$400 for nonmembers. Tables can also be purchased. For more information and to register, visit www.utahtech.org.

• Dec. 6-7: **Summit Director & Officer Training Conference,** an annual forum dedicated to helping the boards of public, pre-IPO and private companies improve

corporate governance and best practices. Conference presenters will include leading executives, corporate directors, policymakers, educators and experts from the legal and financial services industries. Location is the Montage Hotel, Deer Valley. Earlybird registration is \$500. For more information and to register, summit-conf.org.

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A dozen books to own and read — at least once

When Jim Rohn said, “All the information you need to succeed already exists, the problem is you haven’t exposed yourself to it,” it was one of the most challenging and eye-opening statements I had ever heard. I immediately made a lifelong goal to read a thousand books.

I have not reached that goal yet, but I’m eating away at it. I love the hard-bound vintage book, but I’m finding that reading on my iPad’s Kindle app provides the perfect strategy to increase my desire to read in spare moments.

Here’s my list of must read books:

1. *Think and Grow Rich*, by Napoleon Hill, is at the top of everyone’s list. Written 70 years ago, it’s still the benchmark book for attitude, goal setting and achievement. Get an original copy (pre-1960), not one of the altered, newly minted, “after the copyright expired” versions. Note: Not on this list, but equally important, is the best sales book of all time: *How to Sell Your Way Through Life*. Written just two years later, this book is an unknown gem. It’s hard to find and a little pricey, but look for it on abebooks.com, bookfinder.com or ebay.com.

2. *How to Win Friends and Influence People*, by Dale Carnegie. The all-time gem of gems for engaging with self-confidence and connecting with sincerity that contains timeless rules of success. Your Carnegie library is only one-third complete until you own and read *How to Stop Worrying and Start Living* and *Effective Public Speaking*, two books with timeless information on stress relief, positive attitude, speaking skills and success strategies.

3. *He Can Who Thinks He Can*, by Orison Swett Marden. One of the original “self-thought” and self-help books containing thought gems such as, “every child should be taught to expect success” and “the world makes way for the man with an idea.” If you want a list of great Marden quotes from this book, underlined by John Patterson, the founder of NCR and the father of American salesmanship, go to www.gitomer.com and enter MARDEN in the GitBit box.

4. *Swim with the Sharks*, by Harvey Mackay. A benchmark and game-changing book for me and millions of other people in business. It’s full of applicable ideas to make you think and strategies to implement immediately.

5. *Small is the New BIG*, by Seth Godin. One of many Godin books that should be in your library. Not just for the information — he’s much more than that. I don’t just marvel at what Seth writes, I marvel at how he thinks.

6. *Thinkertoys*, by Michael Michalko. Short lessons, tools and exercises you can easily understand and apply immediately. It recharged my brain, and opened my eyes to a new way to see creativity — by example.

7. *What Would Google Do?* by Jeff Jarvis. A compelling work that centers around Google as it relates to other businesses. Jarvis compares what Google would do to diverse industries such as

hotels, restaurants, schools and the media. Amazingly insightful and thought provoking, especially if you relate it to your business (as I did).

8. *Outliers*, by Malcolm Gladwell. *Outliers* tells stories of how, why and when people became successful entrepreneurs, and how standards were set in the 19th century that are still in place today. But it’s his concept of “10,000 hours” that makes this book an absolute insightful treasure.

9. *Steve Jobs*, by Walter Isaacson. Jobs had vision, foresight, character, uncompromising ideals and shrewdness. He was inspirational to all who came within his domain. This is a great story and important to read in order to understand where we are today. I have written about Steve Jobs’ impact on my life. If you’d like to read it, go to www.gitomer.com and enter JOBS in the GitBit box.

10. *The Pursuit of Prime*, by Ichak Adizes, Ph.D. This book addresses the stages every growing business goes through, and what to expect and do in each stage. Compelling because it’s both a game plan for what to do, and a pie in the face for what you haven’t done.

11. *Social Boom*, by Jeffrey Gitomer (hey, that’s me!) and several other social media experts. Business social media is not an option, and this book is the ultimate “how to” and “why.” Yes, I have 10 other books I hope you buy, read and implement the lessons from, but *Social Boom* is my best book for this moment.

12. *Atlas Shrugged*, by Ayn Rand. A book that has been canonized by every cross-section of the political and business landscape except the politician trying to grow government and give handouts. It’s an amazing, compelling read, and has a happy ending for entrepreneurs. May be my favorite of all time. When you’re finished reading this epic novel, I dare you not to start on Rand’s *The Fountainhead*.

There are other imperative non-books. CDs, essays, quote books and kids books that I also highly recommend. They are, in no particular order, *The Art of Exceptional Living*, (CDs) by Jim Rohn; *Acres of Diamonds* by Russell Conwell; *A Message to Garcia*, by Elbert Hubbard; *Little Engine That Could*, by Watty Piper; and *The Strangest Secret* (CD) by Earl Nightingale. You can find all of these gems at www.executivebooks.com.

Note well: This is not the definitive book list — it’s my definitive book list. These are books I have read, been inspired by, implemented and banked. I have a longer list on my website — click on “Recommended Reading” under “Sales Help.”

Invest your time reading. It will pay lifelong dividends.

Jeffrey Gitomer is the author of a number of books. His website, www.gitomer.com, will lead you to more information about training and seminars, or e-mail him personally at salesman@gitomer.com.

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So, what is your marketing ploy?

I was recently participating in a client golf tournament (yes I know, the things we have to do for marketing’s sake) and one of the two client representatives with our group referred to something as “a marketing ploy.” She then turned to me and with some tongue in cheek said, “So Mike, what is your marketing ploy?” After just a few moments (because I really do try to think before I speak most times), I said that our marketing ploy “is to visit and listen to our clients, learn what they need, and then try to apply our expertise to those needs if we can.” After another few moments, she simply replied, “Well, that sounds good!”

This little give and take got me thinking about the overall perception of marketing. It still is and probably always will be considered an act of “ploying” a potential customer or client. In fact, the definition of “ploy” is an action intended to outwit someone. Though strategy and smarts come into play every day in the marketing world, I say that in the industry of professional services there is no room for trying to put something over on someone. Buyers of professional services are too astute to not see the effort of a ploy.

I have often defined marketing as “promoting your firm through words and pictures.” Frankly, it’s all your “stuff.” Things like ads, brochures, websites, proposals, etc. or basically anything with your logo on it is what makes up your marketing portfolio. To me, a good marketing effort exudes the image that your firm is confident in its people, who are passionate about what they do and compassionate about what their clients need.

I also believe that marketing’s big brother, “business development,” is not necessarily about selling or convincing, but more about listening and helping. How can you convince a potential client to buy something if you don’t know what they need? How can you recommend something if you haven’t learned about their issues and goals first? To be honest, you can’t ... or at least you shouldn’t. The key difference between “selling” and executing a successful business development process is attitude. The attitude between “What’s in it for me?” and “How can we help them?” I tell technical folks all the time that you don’t need to love selling, but you must love helping. Usually, that helps them get rid of the hesitancy to talk with a client about future project opportunities. Note: I am not devaluing the act of selling because after all, that is the ultimate result you are looking for from a stringent marketing and business development campaign.

A proper attitude is also imperative to your approach to prospective clientele. What you want is for them to never think, “he/she is just trying to sell us something.” You want them genuinely thinking to themselves, “he/she is really trying to help us.” You want to get rid of the idea that a “marketing ploy” is part of your conversation. The simple way to do this is to funnel all of your attention on active listening and confirmed understanding. These two actions are a bit synonymous, but also do go hand in hand. To gain trust with clients, they *must* believe that you understand exactly what their issues are and how those issues are impacting decisions.

Only then can you share experiences that relate to such issues and possibly offer ideas or solutions that might help them — that might what?

I frequently make the effort to distinguish the not-so-subtle differences between marketing, business development and sales, just like I’ve touched in this article. The term “marketer,” however, is somewhat accepted by my brethren in the industry as any person who is promoting a firm in some way or trying to connect with clients. Hence, if you are part of the leadership team in a professional services firm, you should want the vast majority of your staff to be natural marketers. That means people who can understand and believe in the strengths of your firm’s people and expertise and then are able to apply that knowledge to client conversations.

That may sound easy to some and unreasonable to others. The fact is, however, that the more people you have who can inspire clients to hire your firm, the more successful you will be. Every person in your firm has a specific background, a specific role and a specific personal agenda. It’s those who have the consistent client focus driving them that will outshine the others and make the firm more valuable.

As a national speaker on a variety of client development topics, I have often led discussions with leadership teams on how to hire the right marketers. It is kind of a two-part process to secure such valuable assets. First, you should think initially about hiring certain characteristics. Good marketers should naturally be personable, proactive, presentable, fearless, optimistic, persistent, reciprocal and integritized. (Yes, I sometimes enjoy making up new words.) These are basically the ingredients that good marketers must have innately to be successful. Note: there are a few good assessment tools that can help you identify these characteristics.

Once brought on board, it is your responsibility to then train for skills. Some of these primary skills include the ability to set appointments, engage with clients, listen and synthesize information, network, speak knowledgeably about your firm’s successes and your industry, turn leads into qualified opportunities and these opportunities into wins — among others. The three best ways to help develop these skills are to provide regular in-house training on all steps of client communications, have them observe productive client meeting conversations, and review proposal/presentation efforts that generated successful outcomes.

What this comes down to is that you want your marketing and business development team to be so focused on listening to and understanding your clients, and then applying stories and ideas that might help them, that in *no* instance do *any* of those clients *ever* say, “That’s just a marketing ploy!”

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



Jeffrey Gitomer



Michael Buell

We have met the enemy, and he is PowerPoint

It was a beautiful productive fall day; I facilitated a workshop in the morning, had lunch with a client and then went on to a meeting.

The meeting was in one of the newest buildings in Salt Lake and the view from the conference room with floor-to-ceiling glass on two walls was beautiful. The views of Mount Olympus from one side and the city from the other were breathtaking.

The attendees were a good mix and the conversation was energetic and fun. Our host graciously welcomed everyone and provided a hard copy of the agenda that was e-mailed two weeks before along with a request for RSVPs. We all took our seats and anticipated a stimulating afternoon of information, discussion and action items.

Our first speaker gave a brief introduction, closed the blinds, turned the lights off and started his PowerPoint presentation.

SHOOT ME NOW!

In less than 10 minutes, five people were asleep. Several people who were not asleep took pictures of the people who were asleep and sent them to co-workers and friends.

The speaker continued to read his slides.

A Steve Job's quote comes to mind: *"I hate the way people use slide presentations instead of thinking. People confront a problem by creating a presentation. I wanted them to engage, to hash things out at the table, rather than show a bunch of slides. People who know what they're talking about don't need PowerPoint."*

Since Microsoft launched the slide show program 22 years ago, PowerPoint has been installed on no fewer than 1 billion computers and an estimated 350 PowerPoint presentations are given each second across the globe. The software's users continue to prove that no field of human endeavor can defy its facility for reducing complexity and nuance to bullet points and big ideas to tacky clip art.

Do we like it? Do we appreciate our time being wasted in such a poor way? Do we complain? Do we tell the host or the presenter that they failed to even come close to our expectations for the meeting?

No, we chalk it up to just another meeting dominated by PowerPoint.

Let's talk about what the host should have done. The host did so many things well but he ended up with a failed meeting that reflected poorly on him.

The last time you hosted a meeting, did you set expectations for the presenters when you asked them to speak? Did you tell them that you wanted an engaging presentation with a lively and engaging discourse, during and after the

meeting? Did you tell them that you wanted people to leave the meeting feeling energized and committed to what they heard?

Why not? Why put your name and company name and brand on a meeting and then let a presenter trash it?

I, along with many of you, have sat through meeting after meeting, in the dark listening to someone read their slides.

PowerPoint could be a powerful tool. But it's not. It actually is a dismal failure because of the way we, as presenters, use it. And yet we continue to use it. We, as hosts of meetings, continue to ask: "Do you need a screen for a PowerPoint?"

The next time you host a meeting, set standards and expectations of what you want your presenter(s) to accomplish. What is the message, the selling point of your meeting?

Convert and give your presenter a mission to accomplish. Make your meeting memorable for the right reasons. Send people away talking about your meeting and anticipating the next one. Your meeting's success is a direct reflection upon you.

If you are a presenter, please remember this one thing: PowerPoint is not a teleprompter.

Think of all the presentations you have attended where the presenter read their slides. Did an audience really have to come all this way to a meeting to listen to a presenter read their slides? Why not just e-mail them?

If all you want to do is create a file of facts and figures, then cancel the meeting and send in a report.

The three tasks that most people set out for PowerPoint are in direct conflict with what a great presentation should do. Our brains have two sides. The right side is emotional, musical and moody. The left side is focused on dexterity, facts and data.

When you show up to a presentation, people want to use both parts of their brain. They use the right side to judge the way you talk, the way you dress and your body language. Often, people come to a conclusion about your presentation by the time you are on your second slide. After that, it's often too late for your bullet points to do much good.

The reason we do presentations is to make a point, to sell one or more ideas, to get people thinking and discussing ideas and solutions. If you believe in your ideas, sell them. Everyone wants to be sold, engaged and called to action, not presented to. When you are asked to give a presentation, ask your host what they want for their group. What is their mission and what is the takeaway?

A great *New York Times* arti-

cle by Elisabeth Bumiller titled: *"We Have Met the Enemy and He Is PowerPoint"* discusses the military's use of PowerPoint:

"Like an insurgency, PowerPoint has crept into the daily lives of military commanders and reached the level of near obsession. The amount of time expended on PowerPoint, the Microsoft presentation program of computer-generated charts, graphs and bullet points, has made it a running joke in the Pentagon and in Iraq and Afghanistan. ... Brig. Gen. H. R. McMaster, who banned PowerPoint presentations when he led the successful effort to secure the northern Iraqi city of Tal Afar in 2005, followed up at the same conference by likening PowerPoint to an internal threat. 'It's dangerous because it can create the illusion of understanding and the illusion of control,' General McMaster said in a telephone interview afterward. 'Some problems in the world are not bulletizable.' ... 'Commanders say that the slides impart less information than a five-page paper can hold, and that they relieve the briefer of the need to polish writing to convey an analytic, persuasive point. Imagine lawyers presenting arguments before the Supreme Court in slides instead of legal briefs.'

Five Steps to Conquer 'Death by PowerPoint': Changing the World One Conversation at a Time, by Eric Bergman, simply states that it is time to stop trying to do good PowerPoint presentations and start focusing on better communication with the audience, starting with thinking about their specific needs. A presentation that addresses a real problem the audience is experiencing will hold their attention far better than one that focuses on the speaker's expertise and slides.

One of the more interesting concepts Bergman proposes is a "Q ratio" of at least 1. He defines this as the number of questions asked by the audience divided by the length of the presentation in minutes. So, a 40-minute presentation should have at least 40 questions.

In the hundreds of speeches I've seen, very few, if any, approach that question-to-content ratio. Many speakers fill their entire time talking, or leave just a few minutes for questions at the end. Bergman identifies several key strategies that let you turn a speech into a conversation by encouraging questions.

First, the audience should be encouraged to interrupt when they have a question. The speaker, in turn, should answer it and resist the temptation to say, "hold that question, I'm getting there." That forces the questioner to keep thinking about the question, which actually reduces comprehension of the ensuing content. A good speaker can answer the question succinctly to clear up confusion without derailing the flow of the presentation.

Perhaps the most important (and most often broken) rule in answering questions is that each response must be brief. Very brief. In training sessions, Bergman has told speakers that for every word over 10 in their answer, they must do 10 push-ups. Needless to say, they count their words! Speakers should avoid anticipating the next question or expanding on their answers. Instead, the audience can dig deeper by asking more questions. Letting the audience steer the discussion is a far better mode of communication than a one-way knowledge dump, and the listeners will remember much more.

This type of presentation takes practice and skill. It is much harder than just carrying around a laptop, turning off lights and reading slides.

Will we all stop using PowerPoint and become more engaging and dynamic? Will people walk away from our presentation feeling involved and satisfied that their time spent was worth every minute?

Each of us needs to put more into our presentations than just preparing slides and reading from them. A good presentation is an emotional experience. Everyone needs to walk away from it feeling motivated. We owe it to our host and audience to present a meaningful experience.

Seth Godin has some very basic rules to follow if we feel we must use PowerPoint:

- First, make yourself cue cards. This feature should be built in to PowerPoint, but it's not. You should be able to see your cue cards on your laptop's screen while your audience sees your slides on the wall. Alas. In the meantime, you'll just have to resort to writing them down the old-fashioned way. Now, you can use the cue cards you made to make sure you're saying what you came to say.

- Second, make slides that reinforce your words, not repeat them. Create slides that demonstrate, with emotional proof, that what you're saying is true, not just accurate. Talking about pollution in Houston? Instead of giving me four bullet points of EPA data, why not show me a photo of a bunch of dead birds, some smog and even a diseased lung? Amazingly, it's more fun than doing it the old way. But it's effective communication.

- Third, create a written document. A leave-behind. Put in as many footnotes or details as you like. Then, when you start your presentation, tell the audience that you're going to give them all the details of your presentation after it's over, and they don't have to write down everything you say. Important: Don't hand out the written stuff at the beginning. Don't! If you do, people will read the whole thing while you're talking and ignore you. Instead, your goal is to get them to sit back, trust you

and take in the emotional and intellectual points of your presentation.

- Fourth, create a feedback cycle. If your presentation is for a project approval, hand people a project approval form and get them to approve it, so there's no ambiguity at all about what you've just agreed to.

Here are Seth's five rules you need to remember to create amazing PowerPoint presentations:

1. No more than six words on a slide. EVER.

2. No cheesy images. Use professional images from corbis.com instead. They cost \$3 each, or a little more if they're for "professional use."

3. No dissolves, spins or other transitions. None.

4. Sound effects can be used a few times per presentation, but never (ever) use the sound effects that are built in to the program. Instead, rip sounds and music from CDs and leverage the Proustian effect this can have.

5. Don't hand out print-outs of your slides. They're emotional, and they won't work without you there. If someone wants your slides to show "the boss," tell them that the slides go if you go.

The home run is easy to describe: You put up a slide. It triggers an emotional reaction in the audience. They sit up and want to know what you're going to say that fits in with that image. Then, if you do it right, every time they think of what you said, they'll see the image (and vice versa).

Seth states it clean and simple.

Putting people to sleep should never be the outcome of any presentation. We owe our host and our audience a powerful and moving presentation. If PowerPoint is our presentation tool of choice, we need to master it.

Death by PowerPoint is too old to be amusing anymore. It is not the PowerPoint, it is the presenter that needs undating.

Ellen Reddick is principal and managing partner of Impact Factory Utah, which assists clients in achieving their performance and revenue objectives through leadership development, process improvement, teamwork and customer focus. As the national director of process planning and improvement for Lucent Technologies, she managed development of quality and process improvement, led major customer focused teams and functioned as an internal and external consultant and resource professional. In addition to consulting and writing, Reddick's qualifications include expertise with facilitation, process and quality improvements, the International Institute for Facilitation and Best Practices for Emotional Intelligence. She can be reached at 801-581-0369 or ellen@impactfactoryutah.com.



Ellen Reddick

A prescription for success: how to avoid messing up your marketing

By John Graham

“Just remember,” my mother reminded me more than once, “you can’t turn a sow’s ear into a silk purse.” Perhaps not, but over the past 50 years, the marketing, advertising and public relations industry has been highly successful in doing just that.

But no longer. At least that’s the view of Alex Bogusky, the former CP&B agency executive who had a leading role in creating the film “The Naked Brand.” Speaking about it to *Ad Age*, he says, “Being a great company is the new brand because there isn’t going to be anything between you and the reality of that company.”

While a child pricked the public’s pretension in Hans Christian Andersen’s fairy tale “The Emperor Has No Clothes,” in the current viral environment, it’s the public that’s skewering company claims and pretenses. While Febreze’s advertising says it “eliminates odors and freshens,” *Consumer Reports’* research challenges the claim. Today’s marketing, advertising, social media and public relations messages are fully exposed. There’s no place to hide.

Here are six ways to avoid embarrassing and harmful marketing actions that can menace any company:

- **Worry about what you don’t know.** Marketing can be an exciting part of a business. Those involved get a kick out of coming up with new ideas and initiatives — and many find themselves in

the trap of thinking they know more than they do.

Home Depot, Mattel and Best Buy learned this lesson the hard way when they took China by storm. Home Depot opened a string of big box stores and then closed them down just as quickly, after losing millions of dollars. They “misread” the Chinese appetite for home improvement products, as Laurie Burkitt points out in a *Wall Street Journal* article. Too, late, they discovered that China is a “do it to me” culture. Mattel made the same mistake when the company opened a major Barbie doll store in China. To their surprise, it didn’t go well. They found that Chinese parents wanted their children to read books, not play with dolls. Best Buy also figured out too late that Chinese consumers were looking for washing machines and air conditioners, rather than surround-sound stereo systems.

How could it happen? It’s easy, particularly when we get caught up in new initiatives and suspend the thinking process — when we assume that we know more than we do.

- **Make sure to get the message right.** Most of the time, companies don’t. So preoccupied with themselves, they preen before their customers. Their taglines are a good example. “We care about our customers” or “No one does it better,” they tell us proudly.

Once a company uses “we,” it’s over. From then on, it’s “all

about us.” Whether they know it or not (it’s safe to conclude they don’t), there’s nothing there for customers. The financial services arena is filled with similar examples. One company claims “There’s wealth in our approach,” leaving one asking, “Wealth for whom?”

Honda, on the other hand, moves in the right direction by focusing on the customer: “It starts with you. The all-new Accord.”

The only correct message is the one that connects with customers.

- **Make planning primary.** It seems that planning is out of style in most businesses and is replaced with an endless stream of meaningless meetings that are often little more than personal opinion sessions.

Planning is work. It’s disciplined and demands accountability. Most of all, it’s not fun and it’s not exciting. The heart of good planning is taking care of the details — and where most planning goes wrong. “What haven’t we thought about?” should be the most important question.

The value of Brazilian soccer star Ronaldinho’s Coca-Cola sponsorship deal went from \$750,000 a year to zero after he drank a Pepsi at a Coke press conference. Should he have known better? Of course. But those who planned and managed the event didn’t take care of that critical detail.

When so little attention is given to serious planning, allowing a can of Pepsi to be front and center at a Coke press conference is no accident.

- **Stay focused on strategy.** Newspapers have been falling faster than fall leaves in New England. But some are fighting back, including *USA Today*. It’s new layout has an Internet look, feel and flow. A recent *New York Times* article quoted *USA Today’s* president and publisher, “We are really trying to reinvent a news business ... We are trying to think of *USA Today* not as a newspaper,

but as a news company.”

When the strategy is correct, tactics will be as well. Too many companies start with the goal of selling more product, but have no idea how they are going to reach the finish line.

In recognition of the 100th anniversary of the Oreo cookie, Kraft Foods’ team planned a year-long celebration. The marketing director makes it clear that, as reported by *Ad Age*, the brand’s mission is to “help everyone around the world celebrate the kid inside.”

Any and all proposed activities must pass the “mission” test. It’s the only way to make sure that the sum of the parts is greater than the whole.

- **Make engagement the goal.** Nothing connects customers to products better than stories, and some of today’s best storytellers can be found among the several thousand craft breweries. Visit just about any of their websites and you’ll find compelling stories. Portsmouth, New Hampshire’s Smuttynose brewery is a case in point. Like so many others, its website is a “story” board. One has to do with the brewery’s dog, Olive. Its Old Brown Dog ale is named for her. They also ask visitors to send a photo (“pin-up”) and a story of their own old brown dogs (others qualify, too). They say they’ve received hundreds of pics over the years — including one of an old brown chicken.

Toyota has changed its tagline from “Moving Forward” to “Let’s go places.” At first glance they seem much alike. But there’s a subtle — and significant — difference. The first is about the *vehicle*, while the second is about the *driver*. “Let’s go places” is about stories.

Stories sell because they engage. It’s engagement that missing from most marketing.

- **The personal trumps everything.** Supermarket clerks have one of the toughest jobs and one that’s low on the “reward-

ing” scale. Putting up with customers is a constant challenge. There are plenty of other jobs that are equally unpleasant and poorly paid. Ironically, they’re also the jobs that have perhaps the greatest influence on shaping a customer’s image of a company.

“Good morning. It’s good seeing you today.” The words caught me off guard. They came from a smiling, enthusiastic clerk at a Stop ‘n Shop supermarket. Almost speechless, I mumbled a quick “thank you.” This woman is an incredibly valuable asset because she understands that her job is not just being efficient, but keeping customers happy.

Apple understands it, too. The stores’ Genius Bar Geniuses (technicians) are trained to keep customers happy by empathizing with customers, using the “three Fs” — “feel, felt and found.” As *Gizmodo* reports, for the customer who feels that a Mac computer is too costly, a Genius might say, “I can see how you feel this way. I felt the price was a little high, but I found it’s a real value because of all the built-in software and capabilities.” A follow up survey of Apple customers by NPD Group revealed that almost 60 percent said they lean toward buying another Apple product as a result of their experience with the company’s technical support.

The quality of customer contact is the true measure of a company’s marketing.

No company gets a pass when it makes a marketing mistake. To try to hide it is an exercise in self-deception. The only acceptable course of action is to be aware of the pitfalls and to be prepared to avoid them.

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SPOTLIGHT

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says. “We were creating a paradigm shift in the industry.”

Jackson’s background in finance and entrepreneurship helped him connect the dots and take on a project that logistically ended up being rather complex. RefPay faced a unique structuring obstacle: to get directly involved in holding money for people entails a horde of regular audits and compliance regulations that vary from state to state. With clients across the nation, it would have been a headache. “It’s not an easy piece of banking to do,” Jackson says.

Underscoring the importance of an insightful financial partner, Jackson sought out a bank through which he could structure RefPay as a trust, thereby circumnavigating the financial complexities in order to focus on perfecting his product. He chose the corporate trust department at Bank of Utah to oversee the trust for RefPay, acting as fiduciary. “RefPay would not be here if it wasn’t for them stepping in and being willing to learn what we were doing and understand it,” he says. “It’s been a win-win.”

In the company’s first few years, Jackson grew his client base, honed his payment system and established credibility as a trustworthy payment medium. RefPay’s service is free to sports officials; the league, school or association pays a per-transaction charge each time a payment is credited to a referee’s RefPay account. “What sells our service is convenience and smart technology integration,” Jackson says. “It just makes sense. Everything is moving to electronic banking and we’ve been on the forefront of this market.”

When the recession hit, business actually boomed for RefPay. More people were seeking part-time officiating gigs to supplement their income, and schools and associations had pared down their staff, thus needing a way to outsource referee payment processing.

As RefPay grew, Jackson teamed up with Arbiter Sports, a Salt Lake City-based industry leader in providing scheduling software that matches referees to games. “Arbiter Sports is the Microsoft of officiating. They were gracious

enough to agree to integrate my solution with theirs,” Jackson says. Clark Evans, COO of Arbiter Sports, played an instrumental role in the collaboration. Arbiter likely could have built its own system from scratch, but Evans rooted instead for the integration of RefPay into Arbiter’s existing platform. “Clark’s open-mindedness and willingness to incorporate RefPay fully into what they had built is the real reason we are where we are today,” Jackson says. “It’s been a great partnership ever since.”

As it turned out, one merger led to another: “Two years later, NCAA started looking for a solution to assign, pay and educate officials. They could either build the solution or buy the biggest whale in the country; they opted to acquire majority interest in ArbiterSports and RefPay.” When Jackson sold two-thirds of his business in 2009, he stayed on as vice president of sales.

Today, RefPay’s business is still going strong. Its clients include major collegiate sports conferences, including the Western Athletic Conference and Conference USA, as well as numerous junior colleges and high schools and, of course, the UHSAA. “We pretty much do any high school sport game in the state of Utah,” Jackson says. “RefPay now has about 105,000 sports officials within our network. I’d say within the next five years, we’ll have over 600,000.”

Jackson says Arbiter Sports and NCAA have been good to work with, opening many doors to new innovations to help referees get paid faster. Right now he’s working on developing prepaid referee cards that would enable officials to get paid onsite. “Our goal is to get the money in their account before the game is over,” he says. “Paid and able to access their money on the way home. That’s what I’d love to see happen.”

Of his business venture, Jackson says, “I’m an entrepreneur. I love finances, technology and officiating. I took on the challenge and never looked back.” Being able to combine all of his passions makes RefPay a sweet deal for him. Being able to say that your business partner is the NCAA can’t be all that bad, either.



Jackson



Evans

LEVERICH

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goal to continually go forward. A mission or vision statement must be more than words hanging in the entryway.

8. Develop a key entrepreneurial group of managers who can access business risk, make tough decisions and stand shoulder to shoulder as one for the future growth.

9. Invest in your infrastruc-

ture to be the leader in delivering your products and services.

Avoiding the downward spiral of the business death zone is critical. By leading your business forward, not looking back, you can guide your business to success — and avoid the business death zone.

The great football coach Vince Lombardi said, “Winning is not a sometime thing, it’s an all the time thing. You don’t win once in a while; you don’t do things right

once in a while; you do them right all of the time. Winning is a habit. ... Unfortunately, so is losing. ... The object is to win fairly, squarely, by the rules — but to win.”

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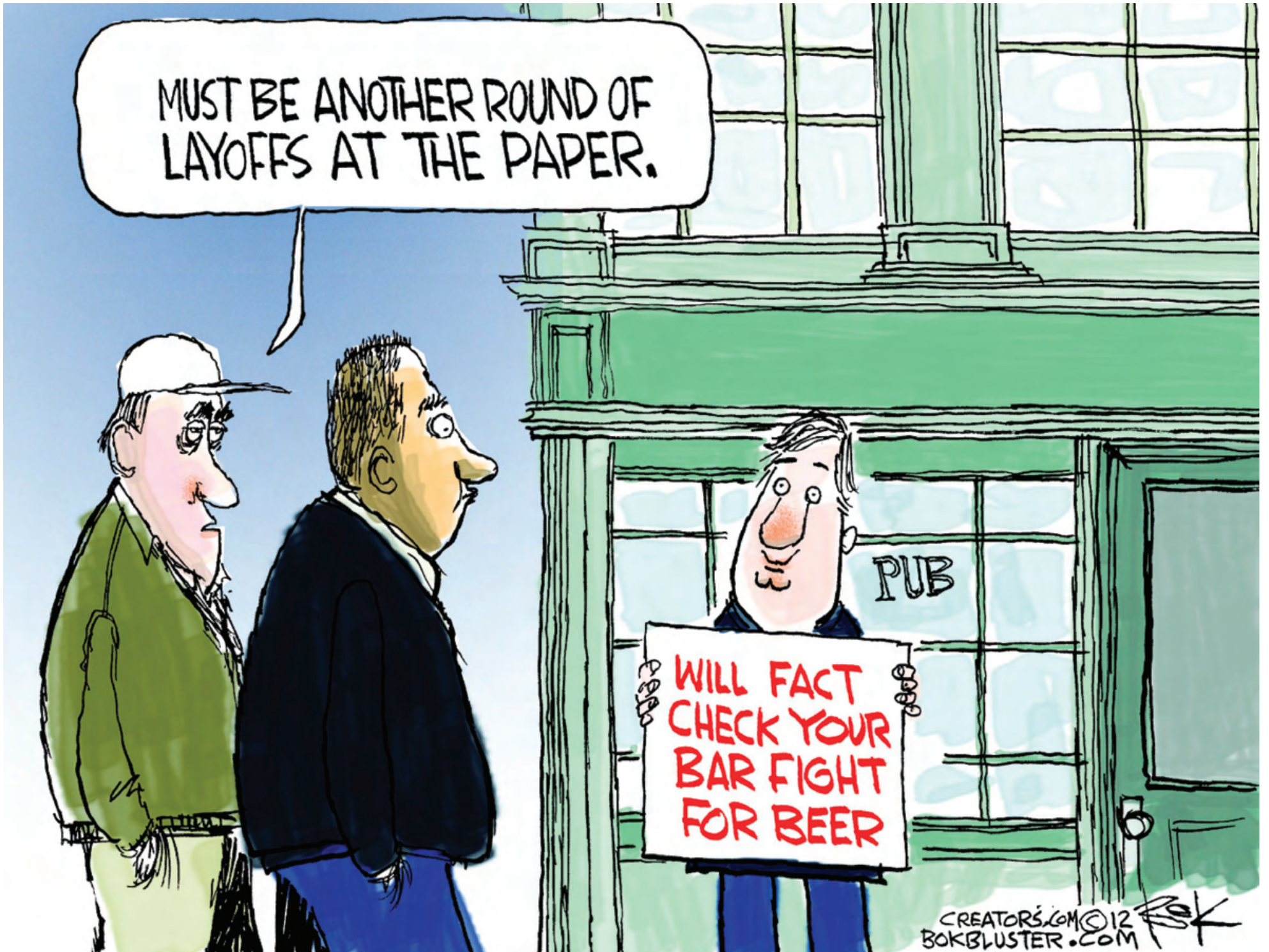
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Top Romney economist admits 'jobs plan' numbers don't compute

When innocent citizens asked about unemployment at the recent town hall presidential debate on Long Island, would Mitt Romney again tout his plan to create 12 million jobs? Unable to Etch-a-Sketch away that often repeated claim — one that he has hired several conservative economists to endorse — the Republican candidate had little choice. It's up on his campaign website, it's there in his own well-advertised words, and it is the central appeal of his candidacy for the non-billionaire voting bloc.

But there is a serious problem with that promise. It now stands exposed as a complete fraud by Glenn Kessler, the *Washington Post* fact-checker, who pinned upon it his highest (lowest?) prize of four "Pinocchios."



Joe Conason

Here is how Kessler reached that troubling conclusion. After requesting the specific numbers behind Romney's jobs claim, he soon discovered that the citations offered by the campaign made no sense, and, in fact, the attempted deceptions were transparently obvious.

Romney's economic program has three basic elements that he says will produce those 12 million jobs, as outlined in a TV ad quoted by Kessler:

"First, my energy independence policy means more than 3 million new jobs, many of them in manufacturing. My tax reform plan to lower rates for the middle class and for small business creates 7 million more. And expanding

trade, cracking down on China and improving job training takes us to over 12 million new jobs."

In the studies cited by the Romney campaign, however, those figures practically debunked themselves.

The study that supposedly justifies the 7 million jobs produced by tax reform, written by a Rice University professor, covers a 10-year period — not four years. The study supposedly proving that his energy program will produce 3 million jobs is a Citigroup report that doesn't even examine Romney's plan; it includes fuel-economy requirements he has criticized and projects an eight-year timeline. And the International Trade Commission report that supposedly shows how an intellectual property crackdown on China will produce those final 2 million jobs is similarly distorted,

using outdated employment figures and ridiculous speculation to reach a conclusion that even its authors warn is "unclear."

For the coup de grace, Kessler quoted an e-mail from Romney economic advisor R. Glenn Hubbard confessing that "the 3+7+2 does not make up the 12 million jobs in the first four years (different source of growth and different time period)."

Kessler didn't attempt to estimate what, if anything, those studies might indicate about the results of Romney's plan. There may well be no substance to them at all. But it is possible to estimate a best-case based on a revised timeline, taking 40 percent of the expected tax-reform-related jobs plus 50 percent of the energy-independence-related jobs, which comes to a measly 4.3 million jobs (the China-crackdown jobs are too

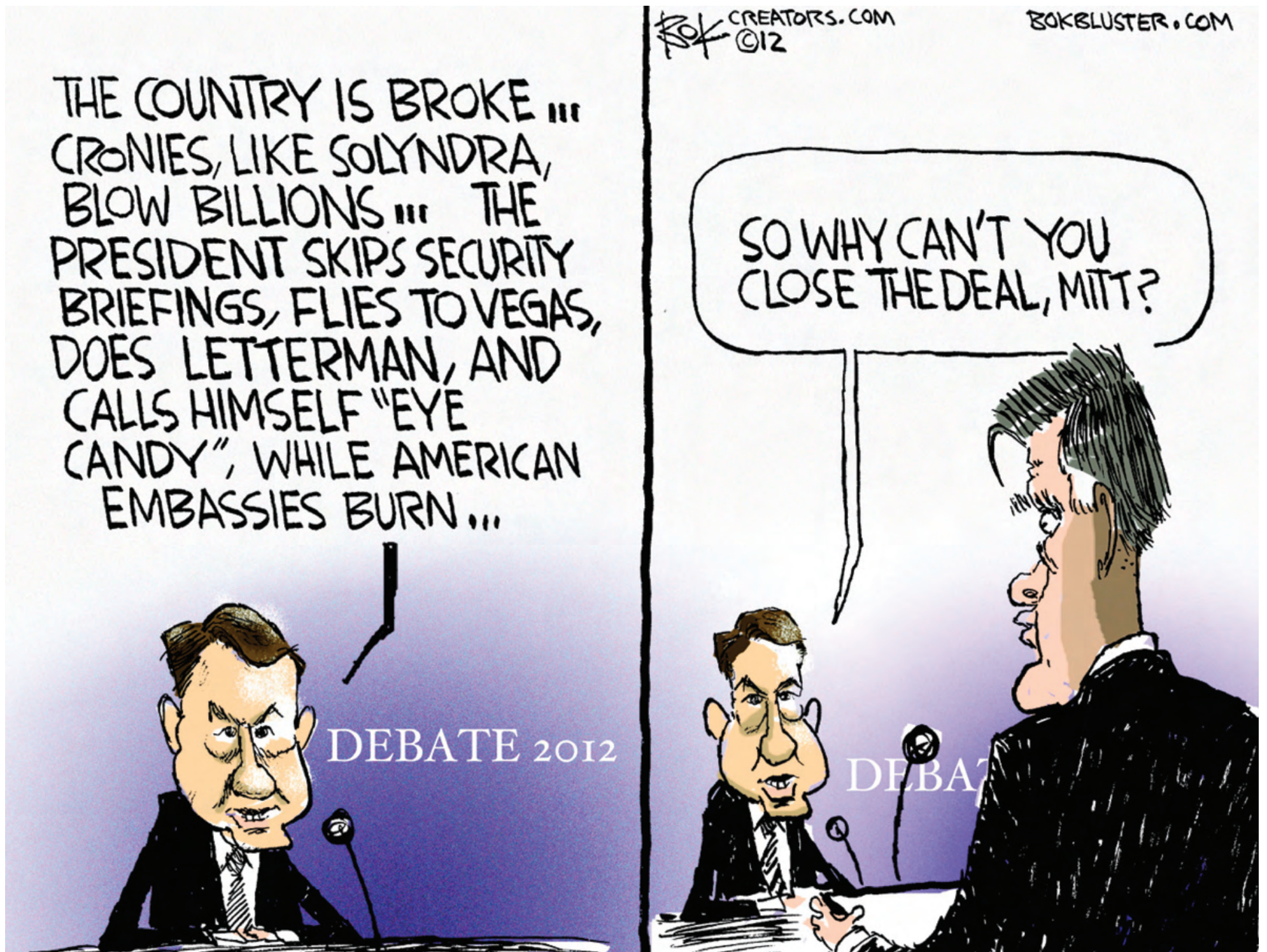
phony to include at all).

Describing the deficiencies of the Republican program, a famous man once said, "it's arithmetic" — and as usual, the Romney campaign can't seem to add or subtract without cheating.

So much for the "Jobs Plan." What understandably puzzled Kessler — who has never hesitated to pillory Barack Obama — is why the Romney campaign would send out supporting material that can be so easily and simply dismissed as bogus. The answer may be that, with due respect to the *Post*, they can reasonably expect to get away with such fakery in a media environment where lies usually go unchallenged.

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

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Libya and lies

It was a little much when President Barack Obama said that he was “offended” by the suggestion that his administration would try to deceive the public about what happened in Benghazi. What has this man not deceived the public about?

Remember his pledge to cut the deficit in half in his first term in office? This was followed by the first trillion dollar deficit ever, under any president of the United States — followed by trillion dollar deficits in every year of the Obama administration.

Remember his pledge to have a “transparent” government that would post its legislative proposals on the Internet several days before Congress was to vote on them, so that everybody would know what was happening? This was followed by an ObamaCare bill so huge and passed so fast that even members of Congress did not have time to read it.



Thomas Sowell

Remember his claims that previous administrations had arrogantly interfered in the internal affairs of other nations — and then his demands that Israel stop building settlements and give away land outside its 1967 borders, as a precondition to peace talks with the Palestinians, on whom there were no preconditions?

As for what happened in Libya, the Obama administration says that there is an “investigation” under way. An “on-going investigation” sounds so much better than “stonewalling” to get past election day. But you can bet the rent money that this “investigation” will not be completed before election day. And whatever the investigation says after the election will be irrelevant.

The events unfolding in Benghazi on the tragic night of Sept. 11 were being relayed to the State Department as the attacks were going on, “in real time,”

as they say. So the idea that the Obama administration now has to carry out a time-consuming “investigation” to find out what those events were, when the information was immediately available at the time, is a little much.

The full story of what happened in Libya, down to the last detail, may never be known. But, as someone once said, you don’t need to eat a whole egg to know that it is rotten. And you don’t need to know every detail of the events before, during and after the attacks to know that the story put out by the Obama administration was a fraud.

The administration’s initial story that what happened in Benghazi began as a protest against an anti-Islamic video in America was a very convenient theory. The most obvious alternative explanation would have been devastating to Barack Obama’s much heralded attempts to mollify and pacify Islamic nations in the Middle East.

To have helped overthrow

pro-Western governments in Egypt and Libya, only to bring anti-Western Islamic extremists to power would have been revealed as a foreign policy disaster of the first magnitude. To have been celebrating President Obama’s supposedly heroic role in the killing of Osama bin Laden, with the implication that Al Qaeda was crippled, would have been revealed as a farce.

Osama bin Laden was by no means the first man to plan a surprise attack on America and later be killed. Japan’s Admiral Yamamoto planned the attack on Pearl Harbor that brought the United States into World War II, and he was later tracked down and shot down in a plane that was carrying him.

Nobody tried to depict President Franklin D. Roosevelt as some kind of hero for having simply authorized the killing of Yamamoto. In that case, the only hero who was publicized was the man who shot down the plane that Yamamoto was in.

Yet the killing of Osama bin

Laden has been depicted as some kind of act of courage by President Obama. After bin Laden was located, why would any President not give the go-ahead to get him?

That took no courage at all. It would have been far more dangerous politically for Obama not to have given the go-ahead. Moreover, Obama hedged his bets by authorizing the admiral in charge of the operation to proceed only under various conditions.

This meant that success would be credited to Obama and failure could be blamed on the admiral — who would join George W. Bush, Hillary Clinton and other scapegoats for Obama’s failures.

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