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Wholesaler of food to independent eateries to open SLC facility

New York-based Restaurant Depot has about 100 distribution centers in 27 states. The Salt Lake location is expected to open this year.

By Barbara Rattle
The Enterprise

Restaurant Depot, a College Point, N.Y.-based wholesale distributor of food and equipment to independent restaurants and food service companies, plans to enter the Utah market this year.

Stanley Fleischman, CEO of Restaurant Depot's parent company, said ground should be broken in the next six to eight weeks for an approximately 50,000 square foot location on south 700 West, Salt Lake City, that will be open seven days a week. Construction should take about six months. Fleischman said the likely general contractor is Oltmans Construction of Whittier, Calif. Restaurant Depot has about 100 distribution centers in 27 states.

Founded in 1976, Restaurant Depot is a wholesale cash-and-carry food service supplier offering fresh meat, poultry and seafood; fresh produce; dairy; provisions; groceries; frozen food; beverages; bakery, bar, catering, coffee and cleaning supplies;

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SnugZ USA selects West Jordan as site for new headquarters

By Barbara Rattle
The Enterprise

SnugZ USA, a West Valley-based manufacturer of promotional products such as lanyards, eyeglass retainers and lip balm, has shelved plans to build a new headquarters facility in Eagle Mountain, opting instead for a 9.8-acre site in West Jordan.

Chief operating officer Roseanne Riddle said ground for the building could be broken as early as the next few weeks, and it is hoped that construction will be complete by the end of the year. Plans call for the facility, at 6250 W. Dannon Way, to consist of 117,000 square feet. Today, SnugZ operates from several Utah locations totaling about 81,000 square feet, Riddle said. West Jordan was chosen as the new site for the facility because of the availability of acreage and the attraction of municipal incentives, she added. A staff of about 350 won't immediately be increased once the move is made.

Tom Stuart Construction will act as general contractor on the facility, which will include an approximately 30,000 square foot recreation/break room for employees and space for additional expansion on the parcel's northwest corner. Architect is Samuel Brady Architects. The land is owned by SnugZ president and CEO Brandon MacKay.

Tom Burdett, development director for West Jordan, said the city has offered to rebate a portion of SnugZ's property tax to the city in an amount not to exceed the company's impact fees. That sum should be determined in about 30 days.

While Eagle Mountain City's public information officer was not

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Sandy private equity firm buys 141 acres in Bluffdale

The Aclaime Group, a Sandy-based private equity real estate firm, has purchased 141 acres northwest of the Point of the Mountain in Bluffdale where it plans to direct the development of 1,000 home sites and mixed-use commercial structures over the next few years. The project has been dubbed Aclaime at Independence.

To complete the acquisition of the property, The Aclaime Group acquired Performance Dynamics, a local real estate development company which is now known as Aclaime Dynamics, a development company owned by The Aclaime Group.

"Acquiring Performance Dynamics was a natural step for making this deal work properly," said Justin Luettgerodt, CEO of The Aclaime Group and managing partner of Aclaime Dynamics. "Dave Tolman and the entire Performance Dynamics team have extensive experience working in the development space in Utah and the surrounding states."

Due to some of the unique circumstances of the property, including the development of Porter Rockwell Boulevard, "this is a wonderful opportunity for both Aclaime and the community of Bluffdale," Luettgerodt said of Aclaime at Independence. "This property will not only provide new homes for Utah families, but will create a completely new and fully expanded community minutes from I-15."

Porter Rockwell Boulevard will be a major east-west corridor road, connecting Redwood Road and I-15.

Luettgerodt said most of Aclaime's capital comes from outside of Utah, but the firm has been "looking for development opportunities that really fit into the affordable home price range. There has been dramatic

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Bill would temporarily ban credit card checkout fee surcharges

By Brice Wallace
The Enterprise

A bill passed out by a Senate committee would temporarily ban retailers from adding surcharges to credit card purchases, giving the legislature time to discuss the impact of a new lawsuit settlement allowing the practice.

SB67, passed out by the Senate Business and Labor Committee, would prohibit retailers from tagging on surcharges for transactions of $10,000 or less that are paid with a credit card. The ban would be in place until June 30, 2014.

The bill's sponsor, Sen. Curt Bramble, R-Provo, said the bill would allow for legislative interim committee discussion on the matter.

Last summer, Visa, MasterCard and nine major banks agreed to a $7.25 billion settlement over credit card processing fees. Part of the settlement reduced "swipe fees" paid by merchants to card issuers when cards are used, while another portion gave retailers the ability to add direct surcharges for customers using credit cards, starting Jan. 27. Several states have banned the surcharges and others are considering doing the same.

Retailers can choose whether to charge their card-wielding customers the so-called "checkout fee," which typically would be 1.5 percent to 3 percent, is capped at 4 percent and could vary by card type. Many large retailing companies, in an effort to keep prices low, have said they will not imple-

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DEPOT

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disposables and food service equipment. The organization is membership-based and not open to the public. Membership is free to those who own or manage a restaurant, coffee shop, bar, pizzeria, nightclub, catering firm, deli, food service distributor or nonprofit. Proof is required in the form of a business license or tax-exempt certificate.

The firm's centers carry a large selection of brands, including its own brands. There is no required minimum purchase. Items are grouped by category and advertised specials are distributed to members via direct mail and email.

"We have a warehouse in Denver and locations in California and [Salt Lake City] is kind of in the middle," Fleischman said. "It's a solid, reasonably business-friendly type of place, so we're in."

The bulk of Restaurant Depot's customers are independent restaurants, Flesichman said, estimating there are approximately 1,500 such eateries in Utah "and we hope to get the majority shopping with us."

The Salt Lake City location will begin business with 35 employees and likely grow to 55 as business builds. Fleischman said the center will be marketed by "people on the street" in addition to direct mail.

Insideview.com reports Restaurant Depot has annual sales of approximately $80 million and employs roughly 300 people.

CARDS

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ment the surcharges.

Dave Davis, president of the Utah Retail Merchants Association and Utah Food Industry Association, told the committee that none of his group's members are considering adding the surcharge, but he encouraged the legislature to have "a full vetting" of the issue.

"These charges aren't popping up in Utah today," Bramble said. "What we're trying to do is maintain the status quo until we've had chance to be deliberative and look and say, 'OK, what do we really want the landscape to look like?' rather than letting fees come in and having to claw back some ground."

Bramble and others told the committee that adding credit card surcharges to customer bills would end decades of industry practice.

"This notion grows out of the concept that consumers have become accustomed to using their credit cards without being penalized. That longstanding practice has come to an end due to a settlement of a lawsuit between the largest retailers and the largest banks and Visa and MasterCard networks," he said. "In the settlement, retailers fought for the right to impose credit card surcharges on their customers. This is a significant policy shift, and, as such, states are fighting back to protect consumers."

The surcharge ban would continue a system "that has worked pretty well for 40 years," according to Scott Simpson, president of the Utah Credit Union Association.

"This doesn't have a real bottom-line impact on the operations of credit unions, but I think credit unions do have significant concern about the impact this could have on the system, the payment system at large," he said.

"The American consumer over the last 40 years has become accustomed to using their plastic cards and having it feel like a cash equivalent … and we're concerned that with these [prohibition] provisions being removed as a result of the lawsuit, that we have entered a Wild West in the market that could, at the end of the day, the net effect could be the unwinding of that payment system, the credit card payment system as we know it. That uncertainty has us troubled and we're interested in preserving this system that has evolved over 40 years …."

Howard Headlee, president of the Utah Bankers Association, said the traditional system was one that "benefits retailers, that benefits consumers, that benefits our economy." He urged more legislative discussion about the issue because it is "such a big change in our landscape."

Without a ban, visitors to the state could face unexpected surcharges on their credit card purchases, he said. "I would hate to think that a tourist is going to learn about this new settlement on his trip to Utah," Headlee said. "That would be a really rude awakening."

Neither the settlement nor SB67 affect debit cards. Also unaffected are discount cards such as those used at gas stations to provide customers a discount.

Survey: independent business saw 6.8 percent 2012 revenue increase

The Institute for Local Self-Reliance recently published the 2013 Independent Business Survey. Analyzing reponses from thousands of independent businesses across the country, key findings of the study include:

• Survey respondents reported revenue growth of 6.8 percent on average. More than two-thirds experienced revenue growth in 2012 — a larger share than in the 2011 and 2010 surveys.

• Independent businesses in communities with an active "buy local first" initiative run by a local business organization reported average revenue growth of 8.6 percent in 2012, compared to 3.4 percent for those in areas without such an initiative.

• Among survey respondents in cities with a "buy local first" initiative, 75 percent reported that the initiative had had a positive impact on their business.

• "Showrooming" — customers examining products and seeking information in local stores and then buying online — was identified by independent retailers as one of their biggest challenges. More than 80 percent said showrooming was affecting their business, with 47 percent describing the impact as moderate or significant.

• Lack of financing was another top challenge, with 23 percent businesses surveyed reporting that they had been unable to secure a needed bank loan for their business in the last two years

To download the full report, or to view study results from previous years, visit www.ilsr.org.

SNUGZ

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aware of why SnugZ chose to build in West Jordan, Burdett said he expected that West Jordan was able to provide SnugZ USA with a building permit more quickly than could Eagle Mountain, as the Eagle Mountain location required substantial infrastructure construction while the West Jordan site is in the existing 21st Century Business Park.

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

ACLAIME

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lot absorption and homebuilders need more product. The location is phenomenal; very few properties can be so accessible to I-15 and then have access to Provo as well as Salt Lake."

Aclaime has been working for multiple months with the "creme de la creme" of Utah homebuilders interested in constructing in the project, and should release the names of the five to seven firms within the next 60 days, Luettgerodt said. The project "already has a little marketing wind behind its sails," he added, "and within six months we'll begin marketing. We see Utah as a great avenue for investment and seeking further opportunities."

Before it was acquired by Aclaime, Performance Dynamics worked on several entry-level housing projects in the Salt Lake area, including StoneGate, Spring Lane, Crosspointe and San Francisco.

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Bill would require donors to firms' political activities to be identified

By Brice Wallace
The Enterprise

A bill requiring donors to a corporation's political activities to be disclosed passed through a House committee despite one witness saying it likely would be challenged on constitutional grounds.

HB43 would require corporations that spend at least $750 a year from corporate funds to influence the outcome of an election to report on a financial statement the money received from donors and the donors' names and addresses if the donor gave at least $50 a year. Contributions less than $50 would be listed in a single amount without detailed listings. Donors would have the option to sign a statement that the corporation not use their contribution for political purposes.

The provisions would not apply to a business organization's political action committee or political issues committee or a business entity organized as a partnership or a sole proprietorship.

Former Rep. Brad Daw told the House Government Operations Committee that the current Utah statute "has an unintended loophole in it" for corporations. Under the current setup, people can established a dummy corporation with a sole purpose of laundering money through it, he said.

The bill's sponsor, House Majority Whip Greg Hughes, R-Draper, said the bill would require corporations to alert donors that their money may be used for political purposes. "It would disclose to those donors what those political purposes would be, and if they were agreeable to that, then the disclosure of that corporation's expenditures in a campaign or election would also list the donors …."

Hughes said the bill would put corporations under the same detailed donor disclosure rules as candidates, political action committees and parties. "I think that if it's good for the goose, it's good for the gander," he said. "What this does is brings greater transparency."

Hughes acknowledged that donors might not like their names listed in public documents, "but we've sided on and we've opted for transparency in elections, and we've said that that's information that we think is relevant."

Allen Dickerson, legal director at the Center for Competitive Politics, based near Washington, D.C., told the committee the bill likely would not pass constitutional muster. "What this [bill] does is takes a corporation and transitions it into a PAC, not because its major purpose is influencing elections, but because it happened to spend $750 in doing so," Dickerson said. "That's not constitutional …."

SEO firm opens additional office with capacity for 150 more workers

Boostability, an American Fork-based search engine optimization company, has opened an additional office at Orem's Wolverine Crossing that will allow the company to employ an additional 150 people this year.

Despite a difficult economy, Boostability, founded in 2009, doubled in size and hired more than 120 new employees during 2012. It currently employs more than 200 individuals in positions whose work ranges from data entry to Web development. In addition to local hires, Boostability employs in excess of 1,500 work-from-home contract writers who live throughout the U.S. and Canada.

"Small businesses drive the economy; they are the ones to focus on ... Boostability was made to help the entrepreneurs realize their dreams and reach their customers," said Rick Horsley, co-founder and president of Boostability. "When we create an environment in which small businesses can succeed, they hire help and give back to the local economy."

Westover to oversee Molina in Utah

Molina Healthcare Inc., based in Long Beach, Calif., has named Chad Westover president of its subsidiary, Molina Healthcare of Utah.

Former president of Molina Healthcare of Utah, Paul Muench, was recently promoted to corporate vice president of claims for Molina Healthcare.

Westover previously held executive-level positions for nearly a decade at Anthem/WellPoint, most recently as vice president of state-sponsored business. Westover was also Utah's first director of the Children's Health Insurance Program (CHIP) and was responsible for health insurance access initiatives for the Utah Department of Health. In addition, Westover was the founder and chair of the National Alliance for State CHIP Directors. Westover received his Bachelor of Arts and Master of Public Administration degrees from Brigham Young University.

SOS Staffing Services sold to Indiana-based Elwood Staffing

SOS Staffing Services Inc., a West Valley City firm that is the nation's second largest staffing company, has been sold to Columbus, Ind.-based Elwood Staffing. Together, the firms have combined annual revenues of more than $750 million. Terms were not disclosed.

SOS Staffing is now a wholly owned subsidiary of Elwood, but will operate more like a sister company, "giving the combined entity a significantly expanded national footprint and service delivery capability unrivaled by most," the firms said in a joint statement. "The U.S. staffing industry is highly fragmented and is comprised of thousands of staffing agencies. In terms of size, this transaction will put the combined company in the top 1 percent of all staffing companies in the world."

Both companies are privately held.

With the completion of the transaction, the combined company's internal staff totals nearly 1,000 employees serving more than 6,000 clients. Additionally, the company will employ 27,000 temporary associates daily. The geographic presence expands to more than 170 offices, plus an additional 50-plus vendor-on-premise locations, operating in 33 states and extending into Canada. With virtually no geographic overlap between the two firms, existing sales and service staff are expected to remain intact.

Boart Longyeaer to tap new president/CEO

Salt Lake City-based Boart Longyear's board of directors announced the expected appointment of experienced mining and energy services industry leader Richard O'Brien as president and CEO of the company effective April 1.

Most recently serving as president and CEO of NYSE-listed Newmont Mining Corp., one of the world's largest gold producers, O'Brien brings 25 years of operational and financial experience in the natural resources, energy and power sectors to his new role.

Prior to Newmont Mining, O'Brien's executive roles included executive vice president and CFO of U.S. energy services company AGL Resources, and COO and CFO at PacifiCorp, a western U.S. utilities company.

Boart Longyear is a leading provider of mineral exploration drilling services and drilling products.

Tourism officials to launch campaign highlighting Utah national parks

By Brice Wallace
The Enterprise

Utah tourism officials are hoping to get a mighty response to their newest advertising and marketing campaign.

Dubbed "The Mighty 5," the campaign highlights the national parks within Utah's borders: Arches, Bryce Canyon, Canyonlands, Zion and Capitol Reef. Ads on TV and other media will begin March 25 in several western markets in an attempt to lure tourists to Utah.

"We think the differentiation point that we have that no one else does is that no other place boasts as many iconic parks so close together," Jeremy Chase of creative agency Struck told the Utah Tourism Development Board at its February meeting. "No one has the concentration of the five national parks like we do here in Utah."

The board approved spending $3 million this summer on its marketing campaign, the first of three years that "The Mighty 5" concept will be the focus.

"Ultimately we want to package it, name it, brand it and own it, and we want to take these jewels of our state, these five national parks, and make them a must-do adventure," Chase said. "We want to make them iconic and put them on par on other must-see, bucket-list things you want to do in the world — not just in the West, not just even in Utah, but in the world."

The concept is more focused than campaigns in recent years, he noted. "If we are everything to everybody, we are saying nothing. … At the end of the day, a laundry list is not memorable. A lot of our other neighboring states — our competitive states — tend to do this. It becomes more of a 'greatest hits' approach," he said.

The TV ads will run in Los Angeles, Denver, Phoenix, San Francisco, Portland and Seattle, with Seattle being the only new market for Utah ads. Other elements include digital billboards in San Francisco, Las Vegas, Denver and Los Angeles and "wallscapes" on buildings in Los Angeles, Denver and San Francisco. One wallscape in Los Angeles will be 238 feet by 85 feet. The campaign also will feature social media and online and print ads.

The TV ads are expected to reach at least 90 percent of the desired demographic — people ages 35 to 64 — multiple times. For example, in Los Angeles, 91 percent of women in that age group are expected to see Utah ads an average of 11 times.

Most ads are expected to air during heavily watched programs. "It's not just the message but where the message appears [that is important]. … We want to be in the very best, high-quality, top, first-run stuff," said Tom Love, president of Love Communications, which is working with Struck on the campaign.

"We don't run a lot of spots on 'Jerry Springer,'" said Dave Williams, deputy director of marketing and research in the Utah Office of Tourism.

In addition to the ads, Love Communications has negotiated "value-added" components on the TV side, a way of "weaving the Utah brand" into the programming. They include brief vignettes or Utah references. In one case, Utah will be featured in a five-minute travel segment after NCAA semifinal and final basketball games in the San Francisco market. "That's a big deal," Love said.

Board members appeared to be impressed by the ads. Board member Colin Fryer said the viewing screen at the February meeting made the images appear fuzzy and washed out. "I just want to tell everybody that when you see it on an HDTV, it pops. It's bright. It's exciting," he said.

Board member Nathan Rafferty said he has heard many ad agencies say they are "excited" whenever they roll out their ideas. "I'm really excited about this," he said. "It's nice to see from the summer side. I think we've had it for a while in the winter, but from the summer side, to see a focus like this, it's great."

Chase said the campaign targets younger families and baby boomers, who research suggests come to Utah as tourists after driving an average of 667 miles — "which to us supports an 11 western states strategy and the major markets within the 11 western states."

Ads promoting Utah's winter attractions recently got an extra boost with some leftover money. The tourism office combined $100,000 with a like amount from the Park City Chamber of Commerce and Visitors Bureau to put ads in Baltimore and Washington, D.C., for two weeks. One Washington ad ran during the Super Bowl pre-game; others aired during the Grammy Awards telecast.

Williams said early returns from the winter campaign indicate that the number of people visiting www.visitutah.com had risen "substantially" and the requests for travel guides had increased. "The bottom line is, we think the campaign is performing well," he said. "We've seen that when the ads kicked in, we've really seen a big increase in the number of visits to our website."

Salt Lake area home sales show big gain

Prices of single-family homes sold in the Salt Lake area in the last quarter of 2012 showed big gains as demand for housing increased, according to the Salt Lake Board of Realtors.

The median single-family home price in Salt Lake County increased to $223,000 in the fourth quarter, up 14 percent compared to $195,000 in the fourth quarter of 2011. Since April 2012, home prices in the Salt Lake area have risen every month year-over-year.

"In spite of rising home prices, housing affordability is at near record levels," said Dave Frederickson, president of the Salt Lake Board of Realtors. "In 2012, the median sales price of a single-family home was up 6 percent, but 80 percent of homes sold in 2012 were affordable to families earning the median income level."

The number of single-family homes sold in Salt Lake County in the October-November-December period totaled 2,628 sales compared to 2,373 home sales during the same period a year ago.

More people purchased single-family homes (192 sales) in the Kearns area (ZIP code 84118) in the fourth quarter than any other area along the Wasatch Front. Clearfield (84015) ranked No. 2 in the most single-family homes sold at 179 sales. Farr West ranked No. 3 at 170 sales. South Jordan (167 sales) and Lehi (167 sales) rounded out the top five highest sales areas.

Condominium sales in the Salt Lake area also showed gains, rising to 540 sales in the fourth quarter, up 14 percent compared to 473 sales year-over-year. The median condominium price fell 0.51 percent to $145,750, down from $146,500 a year ago.

Bill would increase taxable tangible personal property tax exemption for business

By Brice Wallace
The Enterprise

Businesses could see a bit of a tax break under provisions of a bill that was advancing through the legislature last week.

SB35 would increase the taxable tangible personal property tax exemption for business personal property from the current fair market value of $3,500 to a new level of $10,000 per county. The bill would allow a county assessor to require a taxpayer to file a signed statement certifying that the taxpayer qualifies for the exemption. The bill would take effect Jan. 1, 2014.

"It's very business-friendly," the bill's sponsor, Sen. Wayne Harper, R-Taylorsville, told the House Revenue and Taxation Committee. "It goes and says the supplies and materials that you have if you're a startup or small business, if it's under $10,000, you do not need to go through and itemize everything. [Instead] fill out the paperwork and submit that."

Harper agreed with Rep. Brian King, D-Salt Lake City, who said that "having the exemption levels at as low a rate as they are basically results in overly aggressive assessment policies against owners of relatively small amounts of personal property."

Harper said the exemption at one time was "negligible," which meant that businesses had to keep track of their paper clips, pencils, computers, inventory and other items. "And it really was not cost-effective. We didn't gather enough revenue to go through and make it significant. My intent is to recognize the fact that we've got startup businesses, we've got people with home-based business, things like that, [and] we want to allow them to grow without having a huge burden placed upon them to track everything they own — every consumable and every durable item they have."

Candice Daly, Utah director for National Federation of Independent Business, said the business personal property tax is "very, very onerous" for small businesses. Owners have had to spend hours or days tracking desks, chairs, staplers and other items while preparing for audits that might happen, she said.

"We've tried to just make it so that it's a lot easier for the small-business owner to be able to grow and expand and hopefully, potentially, become a big business," Daly said.

SB35's fiscal note indicates that its passage would shift $1.9 million in tax liability from owners of taxable personal property to owners of real property. About 28,300 owners of taxable personal property may see an average tax liability decrease of $67.20, while about 902,000 owners of real property may see an average increase in tax liability of about $2.11, it said. For the owner of a $250,000 home, the tax change equates to $1.21.

Park City firm closes fund with $265 million of committed capital

DW Healthcare Partners, a health care-focused private equity firm based in Park City, has completed fund-raising for its third fund, DWHP III, which has closed with $265 million of committed capital, exceeding its original target of $250 million. DWHP III investors are comprised of pension plans, foundations, fund of funds, high net-worth individuals and family trusts.

"Through our partnerships with talented founders and management teams in our portfolio companies, we have been able to sustain a consistent track record of delivering above-average returns to our investors," said DWHP co-founder and managing director, Andrew Carragher. "As a result, we attracted a great deal of interest while fundraising for Fund III and are pleased that we have exceeded our target."

During the fund-raising period, DWHP completed three Fund III investments totaling approximately $80 million. Through these investments, DWHP has become equity partners with Z-Medica, a leading developer and manufacturer of hemostatic agents; Health & Safety Institute, a provider of safety and emergency care content and training; and Med-Pharmex, a veterinary drug manufacturer.

In conjunction with raising the third fund, the firm has opened an office in Toronto that enable the firm to cover the East Coast of the United States and Canada more efficiently.

DWHP's first two funds were $88 million and $162 million in size, and resulted in 16 platform company investments in the medical device, clinical research, wholesale pharmacy and outsourced healthcare service areas. For Fund III, DWHP is seeking investments in companies with EBITDA of $4 million or more.

Bill would allow homeowners to cancel repair contracts under certain circumstances

Homeowners would be able to cancel repair contracts under certain circumstances under provisions of a bill that passed out of a Senate committee.

SB173 would allow homeowners to cancel a contract with a residential contractor for repair work on a residential building if the owner's property and casualty insurer denies any part of the claim.

The bill's sponsor, Senate Majority Whip Stuart Adams, R-Layton, cited an example of a contract which contains a clause stating that the owner would have to pay 25 percent of the contract's value, whether the work is performed or not, if the contract is canceled.

"So what happens is, the homeowner gives that to the insurance company [and] the insurance company sees that perhaps the contract hasn't been bid correctly, they may have overestimated the job, it may have been two squares of shingles that have been damaged and they may have estimated 10, or their prices may be wrong, so the insurance company basically denies the claim, and the homeowner is stuck with a 25 percent payment when they haven't had work done," Adams told the Senate Business and Labor Committee.

Adams said such contracts pop up after catastrophic storms hit the state and repair crews from out of state "chase storms." But, he said, "some of their practices are probably less than appropriate."

The bill would apply to single and multiple-family dwellings of up to four units. It would apply only to damage to roofs, windows, siding and gutters that was caused by wind or hail. "So it's very narrowly crafted … to protect the consumer," Adams said.

Bill would let storage unit owners auction contents if renters are behind on payments by 30 days

A bill passed out by a Senate committee would allow self-storage facility owners to auction a unit's contents if the renter is behind on payments by at least 30 days.

SB182, advanced by the Senate Business and Labor Committee, would allow facility owners to advertise the sale of personal property to enforce a lien. The owner would be required to notify the renter, either in person, by certified mail or by email. The advertisement would need to attract at least three independent bidders, although the auction could occur online.

The bill also allows a facility owner to have a vehicle towed away if the renter has defaulted for at least 60 days.

The bill's sponsor, Senate Majority Whip Stuart Adams, R-Layton, said some renters leave a unit's contents without terminating their agreement or after they fall behind in payments. Often, the contents are "not worth much," he said, adding that the bill would allow the facility operator "to take action."

Golf Courses in Northern Utah

Ranked by Slope (Ratio of difficulty)

Course Name Address	Phone Fax Web	Slope	Rating Par	# of Tournaments Hosted in 2012	Greens Fees per 18 Holes	Type of Course	Head Professional
Red Ledges Club 205 N. Red Ledges Blvd., Heber City	435-657-4054 DND redledges.com	151	76.9 72	12	$85-$150	Private	Jon Paupore
Crater Springs 700 N. Homestead Dr., Midway	435-654-1102 435-654-5087 homesteadresort.com	146	73.2 72	140	$40	Public	Chris Briscoe
Wingpointe 3602 W. 100 N., Salt Lake City	801-575-2345 801-575-2392 slc-glof.com	137	73.6 72	29	$33	Public	Lynn Landgren
The Jeremy Golf & Country Club 8770 N. Jeremy Rd., Park City	435-649-2700 435-649-2193 thejeremy.com	136	73.7 72	26	$78	Private	Jake Hanley
Riverside Country Club 2701 N. University Ave., Provo	801-373-8262 801-374-1359 riversidecountryclub.org	136	73.1 72	1	$75	Private	Robert McArthur
Spanish Oaks Golf Course 2300 E. Powerhouse Rd., Spanish Fork	801-804-4053 801-798-5092 golfspanishoaks.com	134	71.5 72	20	$26	Public	Ryan Rhees
Bountiful Ridge Golf course 2430 S. Bountiful Blvd., Bountiful	801-298-6040 801-298-6041 bountifulutah.gov	130	70.4 71	48	$28	Public	Kent McComb
Bonneville 954 S. Conner St., Salt Lake City	801-583-9513 801-581-0648 slc-golf.com	125	71.7 72	18	$35	Public	Steve Elliot
Eaglewood Golf Course 1110 E. Eaglewood Dr., North Salt Lake	801-299-0088 801-335-3217 eaglewoodgolf.com	125	71.8 71	70	$26-$40	Public	Brent Moyes
Oakridge Country Club 1492 W. Shepard Lane, Farmington	801-451-2229 801-451-6407 oakridgecc.com	125	71.9 72	1	$75	Private	Rick Mears
Logan River 550 W. 1000 S., Logan	435-750-0123 DND theriver@loganutah.org	124	69.6 71	50	$26	Public	Jeffrey B. John
River Bend Golf Course 12800 S. 1040 W., Riverton	801-253-3673 801-253-3942 slcountygolf.com	124	70.8 72	60+	$42-$44	Public	Brent A. Baldwin
Fox Hollow Golf Club 1400 N. 200 E., American Fork	801-756-3594 801-756-8658 foxhollowutah.com	123	73.7 72	DND	$26	Public	Rick Roberts
Crane Field Golf Course 3648 W. 2650 N., Clinton	801-779-3800 DND cranefieldgolf.com	121	67.0 72	DND	$22	Public	Zachary Aland
The Ranches Golf Course 4128 Clubhouse Ln., Eagle Mountain	801-789-8100 801-768-7410 theranchesgolf.com	121	70.6 72	35	$43	Public	Tele Wightman
Murray Parkway Golf Course 6345 S. Murray Pkwy, Murray	801-262-4653 801-288-2830 DND	117	70.8 72	DND	$28	Public	Gary Healy
Ben Lomond Golf Course 1800 N. Hwy. 89, Ogden	801-782-7754 801-737-3082 benlomondgolf.com	112	67.9 72	20	$26	Public	Jeff Cliften
Sun Hills Golf Course 3185 N. North Hills Dr., Layton	801-771-4814 801-771-3104 sunhillsgolf.com	112	67.7 71	42	$40	Public	Chris Oostyen
Remuda Gof Course 2600 W. 3500 N., Farr West	801-731-7200 DND remudagolf.com	103	67. 72	DND	$28	Public	Zachary Aland
Park Meadows Country club 2000 Meadows Dr., Park City	435-649-2460 435-658-4353 parkmeadowscc.com	DND	DND 72	DND	DND	Private	Bobby Trunzo

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

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• Earnings Roundup •

Nu Skin

Nu Skin Enterprises Inc., based in Provo, reported net income of $59.2 million, or 97 cents per share, for the fourth quarter ended Dec. 31. That compares with $49.5 million, or 76 cents per share, for the year-earlier quarter.

Fourth-quarter revenue was a company-record $588.2 million, up from $495.3 million a year earlier.

For the full fiscal year, the company reported net income of $221.6 million, or $3.52 per share, on revenue of $2.17 billion. That compares with net income of $153.3 million, or $2.38 per share, on revenue of $1.74 billion in 2011.

Nu Skin offers skin care and nutrition products.

"We are pleased with our solid fourth-quarter results and believe 2013 will be another record year as we launch a new wave of compelling anti-aging products and project strong performances around the world," Truman Hunt, president and chief executive officer, said in announcing the results.

Nu Skin recently announced it will increase its 2013 dividends by 50 percent, meaning dividends will have risen 140 percent over the past three years. "With our strong performance and increasing cash flow, we have the financial flexibility to further increase our dividends, repurchase additional shares and continue to invest in important business initiatives to sustain growth," Hunt said.

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported net income of $35 million, or 42 cents per share, for the second fiscal quarter ended Dec. 31. That compares with $28.3 million, or 33 cents per share, for the same quarter a year earlier.

Revenue totaled $149.1 million, up from $122.8 million in the year-earlier quarter. Molecular diagnostic testing accounted for $140.7 million in revenue in the most recent quarter.

Myriad Genetics develops molecular diagnostic tests to assess a person's risk of developing disease, guide treatment decisions and assess risk of disease progression and recurrence.

"We are pleased with the company's continued strong financial performance since this represents our sixth consecutive quarter of top-line growth exceeding 20 percent," Peter D. Meldrum, president and chief executive officer, said in announcing the results. "Myriad remains dedicated to driving revenue growth based on our three major strategic initiatives of expanding our existing markets, extending our international presence and launching new products."

USANA

USANA Health Sciences Inc., based in West Valley City, reported net income of $18.4 million, or $1.27 per share, for the fourth quarter ended Dec. 29. That compares with $13.2 million, or 87 cents per share, a year earlier.

Sales were a company-record $168.5 million, up from $145.9 million in the year-earlier quarter. The company has increased sales annually during the past 10 years.

For the full 2012 year, the company reported net income of $66.4 million, or a company-record $4.45 per share, on sales of $648.7 million. That compares with net income of $50.8 million, or $3.26 per share, on sales of $581.9 million in 2011.

USANA develops and manufactures nutritional, personal care, and weight-management products sold directly to associates and preferred customers.

"USANA's results in the fourth quarter were once again exceptional and cap off a year during which we produced record top- and bottom-line results every quarter," Dave Wentz, chief executive officer, said in announcing the results. "Additionally, 2012 marks our 10th consecutive year of record sales."

The Asia Pacific region drove business during the fourth quarter, he said. "We remain pleased with the strong growth in our leading markets in Greater China and Southeast Asia/Pacific, and we were especially encouraged by the growth in sales on a local currency basis that we generated in every market in Asia Pacific this quarter," he said. "We are gaining traction in China and, consequently, our Greater China growth strategy will continue to be a key initiative for the company in 2013 and beyond."

Questar

Questar Corp., based in Salt Lake City, reported net income of $63.8 million, or 36 cents per share, for the quarter ended Dec. 31. That compares with $61.6 million, or 34 cents per share, for the same quarter a year earlier.

The Wexpro subsidiary contributed $27.4 million of the most recent quarter's total, followed by Questar Gas at $23.8 million and Questar Pipeline at $14.9 million.

Revenues totaled $343 million, down from $354.8 million a year earlier.

For the full year 2012, the company reported record net income of $212 million, or $1.19 per share. That compares with $207.9 million, or $1.16 per share, for 2011. The 2012 figure includes a $3 million after-tax charge for the cost of a retirement incentive offer.

Wexpro contributed $103.9 million of the 2012 net income, followed by Questar Pipeline at $64.7 million and Questar Gas at $47.1 million.

Revenues totaled $1.09 billion in 2012, down from $1.19 billion in 2011.

Questar Gas provides retail natural gas distribution in Utah, Wyoming and Idaho. Wexpro develops and produces natural gas from cost-of-service reserves for Questar Gas customers. Questar Pipeline operates interstate natural gas pipelines and storage facilities in the western U.S. and provides other energy services.

"I am very pleased with Questar's performance for 2012 in a challenging economic environment," Ronald W. Jibson, chairman, president and chief executive officer, said in announcing the results. Jibson noted that the company delivered full-year earnings per share "at the top end of our 2012 guidance, despite the many headwinds that we discussed with investors throughout the year."

SkyWest

SkyWest Inc., based in St. George, reported net income of $13.9 million, or 27 cents per share, for the quarter ended Dec. 31. That compares with a net loss of $18 million, or 35 cents per share, for the year-earlier quarter.

Total operating revenues were $810 million in the most recent quarter, down from $900 million in the year-earlier quarter.

SkyWest is the holding company for two passenger airlines and an aircraft leasing company. One passenger line is St. George-based SkyWest Airlines. The other is ExpressJet Airlines, based in Atlanta. Combined, they serve markets in the U.S., Canada, Mexico and the Caribbean with about 3,900 daily flights and a fleet of about 744 regional aircraft.

Huntsman

Huntsman Corp., a chemical company with executive offices in Salt Lake City and Texas, reported a net loss of $40 million, or 24 cents per share, for the quarter ended Dec. 31. That compares with net income of $105 million, or 28 cents per share, for the same quarter a year earlier.

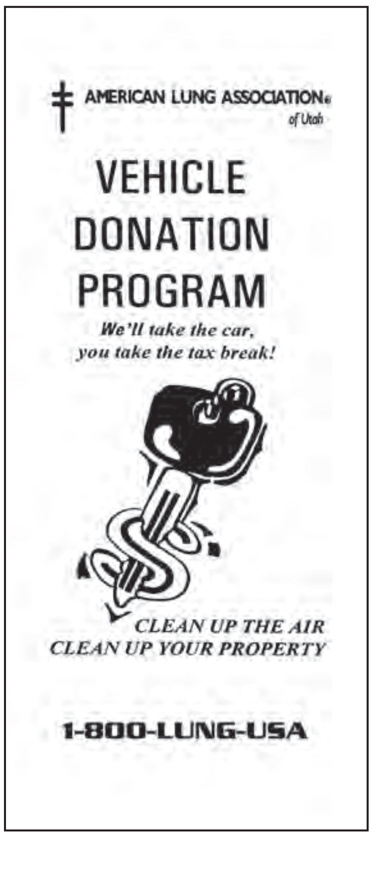
The company said the decrease was due primarily to a $78 million loss on early extinguishment of debt, compared to $2 million in the prior-year quarter, and $40 million of restructuring costs, compared to $4 million of credits in the earlier period.

Revenues totaled $2.62 billion, down from $2.63 billion a year earlier.

For the full year 2012, the company reported net income of $363 million, or $2.25 per share, on revenues of $11.19 billion. That compares with $247 million, or $1.69 per share, on revenues of $11.22 billion in 2011.

"Our 2012 adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) of $1.4 billion represents record earnings for our current configuration of businesses," Peter R. Huntsman, president and chief executive officer, said in announcing the results. "I am very enthusiastic about the direction in which the company is headed."

Huntsman said the company has put programs in place across its division "that will enhance our future competitiveness and increase shareholder value. I expect the future annual benefits of these programs to be approximately $190 million when complete in the middle of 2014."



• Industry Briefs •

BANKING

• **U.S. Bank in Utah** donated more than $58,000 to **United Way**'s 2012 fundraising campaign through employee contributions and corporate gifts. United Way is the largest grant recipient and sole partner for U.S. Bank's employee giving campaign. U.S. Bank raised more than $12.5 million companywide in 2012, including a 6.5 percent increase in employee contributions over the 2011 campaign. The contributions support more than 370 United Way affiliates across the country.

COMMUNICATIONS

• The **Utah Broadband Project,** a department under the Governor's Office of Economic Development, has launched a **new website** that allows residents, broadband providers, government and business leaders and other stakeholders to more easily navigate the most-used sections. New functionality and enhanced features include comprehensive information on broadband availability and resources as well as upgrades that improve browsing from mobile devices. An interactive map has also been upgraded for cross-platform usability, and in addition to area and address searches, results on the map can now be filtered by provider, speed and a number of technology types (cable, DSL, fiber, fixed and mobile wireless). Visit http://broadband.utah.gov.

CONSTRUCTION

• A new construction project in Fort Huachua, Ariz., is under way by **R&O Construction,** Ogden. The project is one of many being built under the **U.S. Army's housing privatization program.** The Army's lease partnership is with Rest Easy which allows them to renovate old Army hotels, or construct new ones to maintain and operate. Fort Huachua is home of the U.S. Army Intelligence Center and the U.S. Army Network Enterprise Technology Command/9th Army Signal Command. The site is about 15 miles north of the border with Mexico. The Candlewood Suites will be a 100,000 square foot, four-story hotel with 243 rooms, and will provide housing for military personnel and/or their families who are waiting for permanent housing, traveling to the base or in training there.

• The 2013 Jury of Fellows from the **American Institute of Architects** has elevated **Jeanne Jackson**, FAIA, LEED-AP, to its College of Fellows, an honor awarded to members who have made contributions of national significance to the profession. Jackson, a partner with **VCBO Architecture**, Salt Lake City, will be among 122 AIA members and seven international architects to be honored at the National AIA Convention and Design Exposition in Denver. She is the only woman in Utah with such a distinction of accreditation.

• **Troy North** of **Gramoll Construction**, North Salt Lake, has received recognition as the **Superintendent of the Year** at Associated General Contractors of Utah's Annual Awards Banquet. The award is presented to an individual or company that exemplified the AGC motto of skill, integrity and responsibility.

EDUCATION/TRAINING

• ***Public Accounting Report*** has ranked the School of Accountancy at the **Jon M. Huntsman School of Business** at Utah State University in Logan in the top 50 among accounting schools nationwide. USU's undergraduate accounting program is listed at 46th in the rankings that are based on a survey of accounting professors across the country.

GOVERNMENT

• **Michael Akerlow** has been appointed as the new **Salt Lake City director of housing and neighborhood development.** Akerlow moves into the directorship after serving as the deputy director of the division, which oversees a wide variety of programs designed to enhance the quality of life, affordability and sustainability of Salt Lake City's diverse neighborhoods. Akerlow has managed the city's Business Revolving Loan Fund and assisted in managing partnerships in federal programs. Before joining the city, Akerlow was involved in real estate development, specializing in infill and mixed-use projects.

HOSPITALITY

• **Deer Valley Resort**, Park

continued on next page

from previous page

City, has named **Steven Issowits** as the new assistant director of real estate development and resort planning. As a managing partner at East West Partners, a real estate development company based out of Beaver Creek, Colo., Issowits managed all aspects of the company's real estate development, sales and owner services in Park City. Before becoming a managing partner, he served as the vice president of finance for the company. From 2004-05, Issowits was the senior internal auditor and then manager of corporate reporting for American Skiing Co. in Park City. Prior to that, he worked for Ernst & Young LLP in both New York City and Salt Lake City, with national clients primarily in the hedge fund, banking and financial services and consumer products markets.

INTERNATIONAL

• **Utah's merchandise exports slipped** just a hair in 2012 compared with 2011, according to initial reports from the **U.S. Census Bureau.** Utah's total was $18.94 billion, down 0.5 percent from $19.03 billion in 2011. Primary metals accounted for $12.1 billion, down 4.1 percent year over year. The top destination was the United Kingdom, at $5.9 billion, with Hong Kong second at nearly $4.2 billion. The World Trade Center Utah described exports as finishing the year "in a strong fashion," as improvements in November and December "have created positive momentum that Utah can carry as we move forward in 2013." For the month of December, exports totaled $2.1 billion, up 28.9 percent from the December 2011 total of $1.68 billion. Primary metals accounted for $1.5 billion, or 72 percent of the total. Hong Kong was the top destination, at $914.2 million.

LAW

• For the third year in a row, Salt Lake City **law firms have joined together** in support of **Utah Food Bank**. This year, five firms jointly collected more than $20,000 in cash and nearly 500 pounds for the organization. Participating firms included **Dorsey & Whitney, Durham Jones & Pinegar, Fabian Attorneys at Law, Jones Waldo** and **Parr Brown**.

• **Snell & Wilmer** has added **Landon Sullivan** and **John Wirthlin** as associates in its Salt Lake City office. Sullivan joins the Commercial Finance group and Wirthlink joins the Commercial Litigation group. Sullivan's practice is concentrated in commercial finance. He earned his J.D. from Brigham Young University and his B.S. in business management from Brigham Young University–Idaho. Prior to joining Snell & Wilmer, Sullivan was an associate with Prince, Yeates & Geldzahler. Wirthlin's practice is concentrated in commercial litigation. He received his J.D. and his M.A. in international business from the University of Florida and earned his B.A. in Chinese from Brigham Young University. Most recently, Wirthlin was a litigation associate with Greenberg Traurig.

LEGISLATION

• A bill that had passed through the House last week would **leave the penalty for doing businesses after a tax-related license suspension up to courts.** HB234 would repeal the legislative mandatory penalty — currently a fine of at least $250 and at least 50 days in the county jail — and instead leave the penalty for the Class B misdemeanor to court discretion if a person conducts business after a suspension or forfeiture for failing to pay corporate franchise and income taxes. The bill is sponsored by Rep. Brian Greene, R-Pleasant Grove. It was praised during a House Revenue and Taxation Committee meeting by Rep. Jim Nielson, R-Bountiful. "If we keep making every penalty and every consequent prescription prescribed by the code, I start to wonder, why do we even have judges?" Nielson said.

MANUFACTURING

• **FASTSIGNS of Murray** was named one of the top 25 centers in the country out of a network of more than 450 at the 2013 FASTSIGNS Convention, which was recently held in Dallas. The locally owned and operated business received the **CEO Circle Award**, which is given to the 25 centers in the United States with the highest sales volumes from the previous year. This is the fourth year in a row that the center has received this distinction. **Mark Kramer** owns FASTSIGNS of Murray.

• St. George-based **Squatty Potty**, a toilet footstool company, has tapped **Devin Brady** to become its new chief financial officer. Previously Brady was the owner and principal of Devin Brady CPA, PLLC, which served a variety of service, retail and nonprofit clients. Brady's firm achieved profitability after just four months of operation and grew by an average of more than 15 percent per month since opening for business in 2011. Brady also served as CFO at Suh'dutsing Technologies' family of companies, where he managed treasury functions and repaid all company debt over a two-year period. He also served as a senior accountant at HintonBurdick CPAs and Advisors. Launched in late 2011, Squatty Potty LLC says its footstool allows for easier elimination by aligning the colon in a natural angle for faster, more effective colon evacuation.

NATURAL RESOURCES

• **MWH Global**, a Broomfield, Colo.-based wet infrastructure sector leader and provider of strategic consulting, environmental, engineering and construction services, has hired **David Steed** to bolster the firm's mining industry services. Steed will serve as the new mining sector permitting practice leader for North America, working from Salt Lake City. Steed brings nearly 20 years of professional experience developing and coordinating resource studies, permitting and reclamation, as well as experience in projects related to the Surface Mining Control and Reclamation Act and National Environmental Policy Act for mining operations throughout the U.S.

REAL ESTATE

• **Salt Lake County average apartment rental rates are up approximately 4.2 percent** year over year from the fourth quarter of 2012 based on Hendricks & Partners' survey of approximately 25,000 units. Vacancy, at 5 percent, is down from 5.5 percent a year ago; anything below 5 percent vacancy is considered a tight rental market. Concessions remain about the same year over year at .20 months, with very little free rent in the market. Concessions are most likely to occur at new properties in the lease-up stage. The firm's latest forecast for new construction in the area shows about 2,700 new units being delivered during the next 12 months in Salt Lake County alone. Some 3,100 units are expected to be delivered next year.

• San Diego-based **Guild Mortgage Co**. has opened **another Utah branch**, this one at 230 W. Towne Ridge Parkway, Suite 310, Sandy. In addition, the firm has appointed **Pam Metcalf,** formerly of Cyprus Credit Union, as the new Utah district manager. She previously served as president of the Utah Mortgage Lenders Association's Salt Lake City chapter.

RESTAURANTS

• Utah County-based restaurant chain **Costa Vida**, a fresh-Mex, fast-casual chain with more than 30 locations in Utah, has begun **expanding aggressively** outside of its southwestern hub with a recent opening in Airdrie, Alberta. Costa Vida hopes to nearly double its restaurant count in 2013, bringing the total number of locations to more than 70. After becoming the first Costa Vida franchisees, Salt Lake City natives and current CEO Sean Collins and president Dave Rutter acquired the brand in 2009, adding it to their portfolio, which also contains local family entertainment destination FatCats. Since that time, the pair have beefed up franchising efforts and expanded Costa Vida to 10 states and now Canada. Additionally, they have 217 locations in the franchise pipeline.

• The **Grand America Hotel** in downtown Salt Lake City has appointed **Phillip Yates** as executive chef/director of culinary operations for the Grand America Hotel, the city's only AAA Five Diamond hotel. After graduating at the top of his class in 2003 from the Western Culinary Institute in Portland, Ore., Yates was offered an internship with the Four Seasons Hotel in Austin, Texas. He joined the Grand America Hotel in 2007 and was promoted to executive chef in 2009.

• **Chick-fil-A** will open its first stand-alone restaurant in Murray on Feb. 28 at 5175 S. State St. Franchise operator **Dan Mullins** will award a free, one-year supply of Chick-fil-A meals to each of the first 100 adults in line at the new restaurant on opening day.

RETAIL

• The **21st annual Downtown Farmers Market and Art & Craft Market** are currently **seeking applications** from vendors for the upcoming season. Applications will be accepted through April 8, 20 for farmers, art and craft vendors, nonprofits and musicians. The 2013 Downtown Farmers Market will be open June 8-Oct. 19, in Historic Pioneer Park, Salt Lake City. Reserved space fees are $225 for the full season. Additional information, as well as the applications, can be found at www.slcfarmersmarket.org.

TRANSPORTATION

• **Keystone Aviation**, Salt Lake City, has added a factory-new **Hawker 900XP private jet** to its FAA Part 135 aircraft charter fleet. The Hawker 900XP is a midsize jet for business or leisure travel, offering satellite phone, in-flight Wi-Fi Internet, AirShow (flight info and stats), DVD player, an enclosed lavatory, a full refreshment center and seating for up to nine passengers. The addition of the Hawker 900XP to the Keystone Aviation charter fleet expands the total number of aircraft offered to 12.

• **SkyWest Airlines**, St. George, announced new United **flights between St. George and Denver** beginning June 6. SkyWest will provide once-daily Denver service utilizing the 50-passenger Canadair Regional Jet 200. To accommodate the new jet schedule, SkyWest's United Express service to Los Angeles will discontinue April 9.

At Lighthouse Beach, looking at my reflection in a different way

How do you define the word "reflection?"

At the moment I'm sitting outside on a sunny day overlooking the Pacific Ocean on the Oregon coast. The venue is called Lighthouse Beach because the Cape Arago Lighthouse is the prime visual attraction. Or is it?

Actually, the ocean waves are pounding against the beach and the rocks are creating majestic waterspray vistas that are indescribable. You gotta be here. You gotta see it.

Jeffrey Gitomer

I spent my first 10 minutes in awe of the sight.

After that, I began to gather thoughts. Thoughts of other beautiful places I've been. Thoughts of undone things I gotta do. Goals and dreams. And of course just reveling in the moment.

As a writer this would be termed a "fantasy venue." As a thinker there could be no better place to conjure up all sorts of new thoughts.

Reality: In the big picture of things, I am one grain of sand in the beach of life. Yet I'm here today basking in its glory. I'm grateful.

The ocean's relentless waves roll in whether I am here are not. Today is a rather calm day, but I've seen the ocean so violent here that it defies description. Wind, rain, waves crashing against rocks — almost like the ocean is a cauldron with a one million degree fire.

"So what?" you're probably saying. "You're on the beach watching the waves, and I'm here in my office working my butt off, or making cold calls, or out here sweating on a sales appointment, or following up with some guy that won't return my call, or (worse) being beaten by price."

Those are your issues, but in the heat of your mess, we do have something in common. It's time for reflection. Not the one you see in the mirror in the morning. I'm talking about a far bigger reflection than that. It's a reflection about time, accomplishment, achievement and fulfillment. Life reflection.

When I was cold-calling in New York City, often making sales but more often getting my head handed to me, waves crashing on the beach never entered my mind. The ocean never entered my mind. I was caught in the spiral of the process, failing to reflect on it and see what else could have been done, or how much smarter I could have (should have) been. How many more chances should I have taken?

What do you reflect on right now? And how are those reflections impacting your actions? Your achievements? Your success? Reflections are not just about sales, they're an important part of life. Your life.

Beyond sales, reflections are about people and moments and books that have impacted you. The lessons you have learned along the way. Things completed and things left undone. Your bucket list and the next thing to cross off. And, of course, your present situation and how you got there.

While it's a little easier for me to reflect right now, at some point in your life reflection will begin as well. I don't know the day, and neither do you. But I promise you it will happen. And when it does, it will mark the beginning of a new era. A big-picture era that no longer focuses on quota. Rather, it allows you to take a hard look at life. When that transition begins to happen your sales will double.

You'll no longer be fretting about the subject line in an email. Instead, you'll be taking actions to build your personal reputation, your personal brand and your stature in your marketplace.

The transition will help you evolve from salesperson to sales leader. Not manager, leader. You lead your own charge, you lead your own way, you lead your own plan to build your own reputation through the leadership you created with customers.

The way people speak about you.

The way to refer to you.

The way they refer other people to you.

The way that they reward you, not just with sales, but with referrals and accolades.

And hopefully those accolades will show up someplace in your social media profiles or on their blog or their website, and most certainly on Google.

For some of you right now this makes no sense. Reason? Simple, you haven't begun the reflection process. Save this piece. Your day will come. And as I've said many times before, when you get what you want you had better be ready.

During this coastal visit, I'm writing the *Unbreakable Law of Selling*, a forthcoming book that will help hundreds of thousands of people understand sales better, execute their sales process better and make more sales to more people. The inspiration I feel right now will directly impact those words.

Today I have clarity — ultimate clarity and understanding of what it took to make my sales (the reflection), and what it will take for you to increase your sales to a point where you can begin to reflect and bask in your own sunlight, at your own ocean, with your own waves pounding against the shore.

Pick a time, pick a place, and go.

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

Debt and inflation fears are completely overblown

Although we made it over the Fiscal Cliff in January, you would hardly know it. Despite the fact that the financial markets have responded positively, many business leaders and professionals still believe the worst is yet to come. Right now the focus is squarely on the government debt levels and how they will impact our future competitiveness. Many believe that the debt will overpower currencies to the point that it will disrupt the global economy and trade. While one could certainly make the point that the overall level of debt is higher than it has ever been, when you analyze the more important relativity metrics, the picture looks much different. The entire debt debate is really more fueled by political positioning rather than factual projections.

Matthew Pappas

Let us first put the current debt levels into context: the total level of marketable debt outstanding for the U.S. government is $10.7 trillion, which amounts to roughly 70 percent of current GDP. The net interest expense on this debt is covered 10 times over just by receipts and 57 times over by GDP. Compare these figures to Greece, for example: its debt/GDP ratio was 163 percent and its debt was covered five times over by receipts and 10 times by GDP. What's more, the trend in government spending is *declining* and has been for several years now. This is happening despite the recent floods of liquidity with the TARP program, the American Recovery and Reinvestment Act and the Fed's Quantitative Easing measures. In fact, from George W. Bush's presidency through the end of September 2012, the federal deficit *declined from 11 percent to 7 percent*. Now, many believe that the recent Fiscal Cliff resolutions did not really lead us closer to budget stability and economic growth, but instead were another opportunity to kick the can down the road. While that may be true, consider the following: first, over 90 percent of the Bush tax cuts were solidified and are unlikely to be revised in the near future. Second, the American Taxpayer Relief Act (ATRA) and the Budget Control Act (BCA) of 2011, in combination, will (without any other changes in Congress) save $2.3 trillion over the next 10 years.

In round figures, that leaves roughly $1.36 trillion that would either need to be cut from spending, raised through higher taxes or both in order for the budget to be "stabilized." Let's assume that the U.S. economy (in nominal terms) grows at a 4 percent rate over the following 10 years. This is not unrealistic given that the economy nominally grew 3.8 percent in 2010, 4 percent in 2011 and 4 percent in 2012. This would essentially make this last "stabilization" figure a 0.6 percent GDP problem, compared to Greece, which had a 10 percent problem at its worst point.

Another interesting viewpoint is how the government bond market has reacted to all of the recent political events. During the initial debt ceiling debate and subsequent downgrade in the summer of 2011, the 10-year Treasury hit a low point for the year of under 2 percent before hitting an *all-time low of 1.39 percent in 2012* amidst similar political turmoil. This indicates that investors were not fleeing government bonds but were instead buying them in the masses. Even as we approach the new political juncture of March 1, Treasury bonds are still trading at low yields, which means that investors are still holding them in large quantities.

I would point out that the U.S. treasury market is the largest and most liquid market in the world. So once the underlying data hits the tape, it is factored into the prices almost instantaneously. The institutional investors or "smart money" do not see the U.S. in any sort of budgetary default scenario or fiscal constraints that will cause a calamity. If they did the yields on Treasury bonds would be much higher than they are right now and our problems would be much larger.

Despite the fact that government expenditures are going down, corporations are deleveraging at extraordinary rates and households are reducing their debt burdens, other pundits believe that the pent-up debt at the banks will cause rapid inflation. They claim that although the debt load still remains largely at the Fed, if unleashed the inflationary effects will drive down the dollar and boost the value of hard assets like gold, copper and silver. Some go as far as to believe that global currencies will revert back to these precious metals for pegged currencies.

A global economy of roughly $70 trillion is suddenly going back to a gold standard, which has a finite amount? I believe it is unrealistic and inconceivable, pure and simple. The world economy of today is built on the expansion of technology, trade and cooperation, with growth popping up in areas never before heard of. Credit, debt and fiat money have made this growth possible and will continue to do so, in my view. The current system allows capital and resources to flow to their most productive sources more efficiently than ever before. Besides, if the entire global financial system would have experienced such a reversion, it would have happened during the crisis of 2008 when it nearly collapsed. The great minds amongst the business world today are instead moving manufacturing plants from overseas back to the U.S. because of the shifts in currency values; that will create more jobs here at home and boost the economy.

These inflationary pressures that seem to be at the forefront of peoples' minds are simply not happening. Look at prices of gasoline and items at the grocery store, at the department store, autos and wage levels. Are they skyrocketing? No, in fact the U.S. has some of the cheapest gas prices in the world. Consider that India, which has the world's highest level of inflation, is enacting *additional* monetary easing to boost growth. The fact remains that while the extra liquidity has certainly helped the economy, it has not created the explosion of growth necessary to shoot up inflation. The debt has buoyed growth and has helped companies and individuals recapitalize after the financial crisis. Furthermore, the Federal Reserve is comprised of some of the greatest minds in the world who have enacted

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Utah real estate markets expected to continue improving this year

The November elections are over, our state and national elected officials have been formally sworn into office, the 2013 legislature has convened and Gov. Herbert has delivered his State of the State address. The government process has begun for the new year. Let's get involved with that process by assessing where we are and what is on our plate for the coming year.


Brent Stratton

Hundreds of commercial and investment real estate professionals attended the annual CCIM/NAIOP Real Estate Symposium on Jan. 31, 2013. The update and forecast of the national and state economies and their impacts on the various segments of the real estate market were mixed.

On a national level, the financial brink was averted but solving the real issues and meeting the deficit and spending challenges with the federal budget were postponed. Confidence in those representing us in Washington is low and there is serious question as to whether there is the political will and backbone to stand tall and face head-on many of the serious problems facing our nation. Although we are all very concerned about these questions, it seems the economy will continue to grow regardless of what happens in Washington.

On the other hand, the state of Utah ranks high in the areas of employment, economy and state government. We can all be proud of the fiscal integrity of our state budget. Even better, all sectors of the Utah real estate markets have shown improvement, with projections that all markets will continue improving this year.

At the same time, there are many difficult and complicated issues facing our state legislature and the governor in the 2013 legislative session. The primary funding issues include education, transportation and health care. The primary policy issues include energy, immigration, public lands, federalism, prison relocation, privatization and local controls.

The most significant political issue impacting real estate, as outlined in the governor's address, may become the projected change in location of the state prison from the Point of the Mountain in Draper and the development of the "prison land." It will take time to work through the process, but the land development will have a far-reaching impact on the real estate market, the job market and on our state's economy.

There are many bills and issues in the Utah Legislature that can and will have an impact on our real estate industry as we strive to protect our private property rights and the business flow of real estate transactions. Members of the CCIM board and the UAR Legislative Committee will continue to review and monitor the bills and the legislative process, bringing information and critical matters to the attention of those who participate in Utah's real estate industry.

We hope everyone is involved in the political process and that we are all informed citizens and professionals who are working to protect our industry.

Brent Stratton is legislative chair for the Utah chapter CCIM – Member of UAR Legislative Committee. He is also a certified instructor for the seminar on The 7 Habits of Highly Effective People. He has been active in both the Pension Real Estate Association and the National Association of Real Estate Investment Managers. Reach him at StrattonInvestments@gmail.com.

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extraordinary measures to stave off the U.S. economy from re-entering the Stone Age in 2008, in my opinion. They have the intellectual and logistical capability to help control inflation and interest rates when the time comes.

In summary, corporate and consumer debt and overall government spending are declining through fiscal austerity and stronger GDP growth. There is also a very healthy economy beneath all of the political taunting and doomsayers on the news. The technological advancements taking place are truly incredible and are undoubtedly going to take us to an entirely new age. This growth is stemming not from the public sector, but from the private sector. Think about what it could mean to be energy independent in five years, have the capability of a full-service hospital on your smartphone or even be able to "print" out whatever you want on Amazon at home with your own 3D printer. These are *real* advancements taking place that will completely reshape our lives. Despite the measures that the government can take to hinder that growth, entrepreneurship, ingenuity and expansion will continue. It is too strong a force to be contained. So ignore the negative pundits and ignore the political infighting. In the bigger picture it is irrelevant. The investors who *are* ignoring it and *participating* in this expansion are buying up the opportunities in the market and continue to experience attractive returns.

Matthew D. Pappas is a financial advisor with the Cottonwood Group of Wells Fargo Advisors LLC, a wealth management team based in Salt Lake City. With over 75 years combined experience, they provide professional investment management services for individuals, businesses and non-profit organizations. The Cottonwood Group's core focus is developing and implementing tactical strategies, to position their clients' assets to shift and adapt with the changes in the markets and the economy. Wells Fargo Advisors, LLC, Member SIPC, is a registered broker-dealer and a separate non-bank affiliate of Wells Fargo & Co. Investment and insurance products: NOT FDIC-Insured/NO Bank Guarantee/MAY Lose Value Wells Fargo Advisors does not provide tax or legal advice. Investing in fixed income securities involves certain risks such as market risk if sold prior to maturity and credit risk especially if investing in high yield bonds, which have lower ratings and are subject to greater volatility. All fixed income investments may be worth less than original cost upon redemption or maturity. Stocks offer long-term growth potential, but may fluctuate more and provide less current income than other investments. An investment in the stock market should be made with an understanding of the risks associated with common stocks, including market fluctuations. Dividends are not guaranteed and are subject to change or elimination. Past performance is not a guarantee of future results. Wells Fargo Advisors did not assist in the preparation of this report, and its accuracy and completeness are not guaranteed. The opinions expressed in this report are those of the author(s) and are not necessarily those of Wells Fargo Advisors or its affiliates. The material has been prepared or is distributed solely for information purposes and is not a solicitation or an offer to buy any security or instrument or to participate in any trading strategy.


AMERICAN EXPRESS
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Five smart ideas for your tax return

Think quickly ... what is your single largest expense? For many of my clients, their largest expense is taxes. Some people try to rein in their budget and save money by clipping coupons, cutting down on the number of times eating out, buying a cheaper off-brand at the grocery store or buying a fuel-efficient vehicle.

Rich Wagner

When I was chief financial officer and we needed to save money in our corporate budget, we would look first at the largest expense items, see what we could cut there, and then work our way down through smaller expenses. A 10 percent reduction in our largest expense was much more beneficial than even a 50 percent reduction in our smallest expense.

So if taxes are one of your largest expense items, may I suggest putting real quality time and resources into reducing that expense first? I don't suggest letting the tax tail wag the dog, but if you can reduce your largest expense item by 10 percent, it is probably worth more to you than skipping a night at the restaurant here and there.

TAX IDEA 1 - Retirement Planning. Our country needs self-sufficient retirees who can provide for themselves, and the government provides generous incentives to do so. If you don't take advantage of these incentives — this free government money — you cannot go back later and claim these funds. I have shown many people how to save hundreds of thousands of dollars through pension planning, and several of these clients had previously been told that their pension plan contributions were already maximized. Get a second opinion on your pension planning from a proactive planner, or if you don't have a pension plan, consider starting one. This one area could possibly be the biggest contributor to your tax savings and financial security.

One of my clients asked, "I could have been saving around $100,000 per year for the past decade?"

Sadly, this was the case, and once the years have passed it is difficult or impossible to go back and get those tax dollars. Although some pension planning ideas are available after year-end, the majority require action before the last day of the year. If you missed the boat on this one in 2012, there is always 2013.

TAX IDEA 2 - Standard Deduction for Itemizers. Ever wonder what the standard deduction is for? Even those who pay no property tax, mortgage interest or charitable contributions still get the benefit of the standard deduction. You may be paying $12,200 in itemized deductions and the guy next door may be paying $0 in itemized deductions, yet you both get the same writeoff.

Well, here is your chance to get more of your fair share of this benefit.

I have had success with clients grouping all of their itemized deductions for two years into one year, and then taking the standard deduction in the other year. Some itemized deductions are difficult to move, and in some cases you may not pick up the entire $12,200 increase in deductions, but even if you pick up two-thirds that amount and you are in the 25 percent federal and 5 percent state bracket, that could mean an additional $2,400 in your pocket every other year! Say this process takes a couple of hours of your time to implement — that is a cool $1,200/hour in tax savings. Not bad!

TAX IDEA 3 - Liberate Passive Losses. I had a client with several years of suspended passive losses that looked like they may never get to be deducted. This is because you can only deduct a passive loss against passive income. Here are a couple of ideas to liberate those suspended losses, either reducing the passive loss by shifting expenses to a category that can be deducted, or generating passive income.

For example, if you have a rental property that is generating losses, you could consider taking out a mortgage on your primary residence and shifting the deduction there, or purchasing one of the many investments that generate passive income and allowing your suspended losses to shield that income from taxation. Remember that you are limited in the amount of home equity interest you can deduct. Just don't pass away with suspended passive losses, or the benefit may be lost forever.

TAX IDEA 4 - Tax Credits. A few years ago one of my friends told me about a free electric car that you could get through tax credits. I quickly told him this follows the old axiom, "if it sounds too good to be true it most likely is." However, in this case my friend was right.

Many tax credits are frequently missed, including the small-business health insurance credit, education credits and other general business credits. Some education credits are roughly equivalent to a full ride scholarship, and some entire industries or businesses are built on tax credits. Make sure you investigate options in this area.

TAX IDEA 5 - Tax Deferred Exchange. If you have rental properties or other highly appreciated assets, you may know that when you sell one of these assets you do not have to pay the tax now if you exchange the property into a "like-kind asset." I have helped clients exchange millions of dollars of highly appreciated real estate into income-producing replacement property with no tax bill. In addition, many replacement properties give the owner the benefit of additional depreciation deductions that reduce the amount of tax paid on that replacement property income.

So, you may ask, what happens to the gain? The gain is deferred into the replacement asset, which can be donated to charity, gifted to children or grandchildren, or simply held on to for the rest of the owner's life. Each of these strategies may result in little or no tax. I like to think of this as harvesting fruit from the orchard rather than chopping down the tree for the temporary benefit of firewood.

CAVEAT. As you are improving your situation, don't forget about Congress' sneaky trick — the alternative minimum tax. When you see a nice "tax reduction" gift from Congress, if it is not married to a similar change in Alternative Minimum Tax, the new deduction may be worthless. As you look at different scenarios, make sure you take the AMT into consideration, otherwise all your planning may be for naught. Make sure that you run your tax computation for both regular and Alternative Minimum Tax to give greater assurance that your planning efforts will pay off.

And make sure you read my column next month for five more tax saving ideas.

Richard L. Wagner, CPA, MAcc, is a tax reduction and investment expert. For more ideas on protecting, saving and growing your money, call him at (801) 657-4459, or email richw@vwapro.com.

Why marketing goes wrong so often, and what to do about it

By John Graham

Marketing is a mystery — at least that's the way it seems when compared with just about every other company function. There's plenty of talk about "marketing," but efforts to nail it down, *specifically,* usually end in an uncomfortable silence. It makes the point that it's difficult to get your arms around marketing.

There are more "marketing geniuses" floating around than anyone can count. Everyone has an opinion as to what's needed, what works and what doesn't.

And whatever marketing activities a company implements, there will always be those who rush forward with criticisms and complaints.

Such turmoil may help explain why so many companies harbor serious doubts about marketing, others keep it on a short leash, and some solve the problem by turning it into a glorified "gofer" function.

As it turns out, demystifying marketing is rather easy. After peeling away the nutty (and usually meaningless) jargon, marketing is simply aligning an organization's products and services so customers come to identify with a brand. Unfortunately, much of what passes as "marketing" fails to pass the test.

To better understand why marketing goes wrong and what can be done about it, here are seven common pitfalls, obstacles and stumbling blocks:

1. Management believes it knows marketing. It's not uncommon for the person in charge of marketing to report to someone who "loves marketing" and has strong opinions, but little or no marketing knowledge. This is often the same person who says, "I seem to have a flair for marketing." In such a situation, the person charged with the marketing responsibilities has two options: either bang heads or cave in to the pressure.

An annual marketing plan that's approved by management can help avoid such difficult and, frankly, depressing situations. Without that, there's only chaos and unacceptable results.

2. Marketers make a splash rather than a difference. While management may be a marketing culprit, marketers can be to blame, as well. Making a quick "impression" is often the goal. As one marketing manager said the first week on the job, "We'll be rolling out a new logo in a couple of months." The logo remained, while the marketing manager didn't.

Soon after arriving at Radio Shack as EVP and CMO, Lee Applbaum kicked off a campaign to rebrand the lackluster performance of this venerable company. It would now be known simply as "The Shack." That didn't last long and neither did Applbaum. Unfazed by reality, his final tweet, as reported by the *Dallas Business Journal,* said it all: "Been a great 3.5 years @RadioShack. Hopeful I had a positive impact on the brand. On to the next one."

Rather than listening to what a marketer says, it's better to ask questions. For example, "What would be your plan for the first 90 days on the job?"

3. Lack of discipline. It's easy for marketing to get out of hand, particularly when there are so many "great ideas" flying around every day. It takes a very strong person to listen and then say "no" to anything that's off plan. Making exceptions and giving in can spell trouble.

The best way to stand firm is to have carefully developed, absolutely clear and well-documented objectives.

4. Failure to engage customers and prospects. Although it's difficult to believe, the tendency to equate "selling" with "telling" persists. It's hard to root it out of our thinking, particularly when anything less direct seems wimpish.

Yet, Lincoln Motor Co.'s recent 60-second TV spot got it right by abandoning "telling," starting with its "Steer the Script" title. They invited people to tweet about their favorite road trip, and the spot featured excerpts from fun episodes, not the car. It ended this way: "The story starts with you because luxury always should."

And it isn't just "luxury" that should start there. That's where all marketing should begin.

5. Unrealistic budget. While there are always ways to improve marketing efficiency without damaging effectiveness, all too often companies expect those in marketing to produce extraordinary results with an underfunded budget.

There's nothing wrong with a lean budget, but one that's anorexic simply won't work. Today, marketing tools cost money, and not to take advantage of the latest technology is a prescription for failure if a company wants results to match its expectations. And, while junior marketers can add value, it takes a senior, experienced professional to steer the ship in the right direction.

6. Failure to think through the implications. Ron Johnson created Apple's hugely successful Apple's retail stores and then moved on to tackle JCPenney's faltering brand. Soon after arriving, he rolled out a

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• Calendar •

• Feb. 25: 12:15-1:45 p.m.: **Annual Utah Manufacturers Association (UMA) membership luncheon.** Featured speaker will be Lt. Gov. Greg Bell, who will discuss the importance of manufacturing in Utah. Event also will feature opportunities to meet with legislators and other UMA members, reports on the past year and predictions for activities and issues for 2013. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is $40, or $350 for a table of eight. Reservations may be made by contacting Annette at (801) 363-3885.

• Feb. 27, 9 a.m.-1:30 p.m.: **National Federation of Independent Business Annual Small Business Day at the Capitol.** Governors, lieutenant governors and the majority of state senators and representatives have in the past made regular presentations and joined the state's leading job-generators. The event is free and open to all small-business owners but reservations are requested and can be made with Nickie Kelley by phone at 866-237-5261 or by email at nickie.kelley@nfib.org. A registration form is also available on the NFIB/Utah website at www.nfib.com/utah. Location is the Copper Room at the State Capitol, 350 N. State St., Salt Lake City.

• Feb. 28, 3-5 p.m.: **Utah Technology Council Emerging Exec P2P Forum Series.** Nathan Furr, professor of entrepreneurship at Brigham Young University, will discuss validation of business models, pricing, revenue streams, market channels and go-to-market strategies. Location is Rees Capital, 651 W. South Jordan Parkway, South Jordan. Details are at (801) 568-3500 or www.utahtech.org/events.

• Feb. 28-March 1: **Fourth annual Intermountain Sustainability Summit.** Event will include education programs, networking and trade show. Focus will be on energy efficiency, renewable energy and achieving carbon neutrality; water conservation, quality and management; and recycling and waste reduction and elimination. Keynote speaker L. Hunter Lovins, president and founder of Natural Capitalism Solutions, will discuss "The Business Case for Sustainability." Related activities include Utah College/University Sustainability Consortium Meeting, 4:30-6 p.m.; Utah's GreenX Team Exchange meeting, 4:30-6 p.m.; and networking dinner, 6:30-8:30 p.m. at Roosters ($40 cost). Location is Weber State University's Shepherd Union Building. Summit cost is $90 thereafter; $10 for students. Students may attend for free by volunteering at the summit (contact Jennifer Bodine at 801-626-6421 or jenniferbodine@weber.edu). Details and registration are available at www.intermountainsustainabilitysummit.com.

• Feb. 28, 7:15-8:15 a.m.: **Utah Technology Council (UTC) annual Breakfast with Legislative Leadership.** Guest speakers are House Speaker Becky Lockhart and Senate President Wayne Niederhauser. Location is Salt Lake City Center Marriott, 220 S. State St., Salt Lake City. Cost is $30 for UTC members, $60 for nonmembers. Details and registration are at www.utahtech.org.

• Feb. 28, 11 a.m.-noon: **"Communicating Organizational Change in Turbulent Times"** webinar offered by Webinar Masters of North Salt Lake. Presenter Patty Malone will discuss leading an organization through change by effectively communicating with employees, customers and stakeholders so that they are excited about the change, see the value of the change, and actively participate in making the change successful. Malone has more than 25 years' experience in communication as a corporate trainer, speaker, author, sales director and TV news anchor. She currently teaches at California State University Fullerton and the University of California at Irvine. Cost is $49. Details are at webinarmasters.com.

• March 4, 11 a.m.: **Intermountain Association for Corporate Growth Capital Connection and Deal Source.** The conference connects private equity groups with middle market businesses and the intermediaries who work with them across the Intermountain West. Luncheon keynote speaker will be Michael O. Leavitt, formerly governor of Utah and secretary of Health and Human Services. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Register at http://www.acg.org/utah/2013acgutahintermountainconferenceandacgcapitalconnection.aspx.

• March 5, 8:30 a.m.: **Sandy Chamber of Commerce Business Summit and Peak Awards.** Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. For more information and to register, visit www.sandychamber.com.

• March 6, 3-5 p.m.: **Small Business Summit with *New York Times'* Loren Feldman and Jay Goltz,** hosted by the Utah Technology Council in conjunction with Grow America. Feldman, small-business editor of the *New York Times*, and Jay Goltz, a long-time small-business owner who writes the Thinking Entrepreneur column for *New York Times'* You're The Boss blog, will present to Utah's small business owners. At the event, Feldman and Goltz will discuss what they are doing at the *New York Times* for small businesses and will give examples of the kinds of topics and stories they cover. Lead columnist Goltz will then talk about his 30 years of trial-and-error experience as a business owner and will share the lessons he's learned. Event registrants are invited to submit descriptions of their businesses to the presenters in advance together with a key issue they would like to discuss with Goltz. Feldman and Goltz will retain all descriptions as potential ideas for their future article files. They will select three business owners to call forward during the event for a live dialogue about their business experience. Following these vignettes, Feldman and Goltz will also field questions from the audience. Location is the Salt Lake Community College, Miller Campus, 9750 S. 300 W., Sandy. Cost is $10 for UTC members, $30 for nonmembers. Pre-registration is required; register at http://bit.ly/12soIHF. Once registered, UTC will send instructions for where and how to submit your company descriptions and issues for Feldman and Goltz.

• March 7, 8 a.m.-1 p.m.: **Siemens Energy Days,** with the company highlighting solutions for energy efficiency in facilities, including smart building concepts, system recommissioning, and utility management and monitoring. Siemens will provide a breakfast and lunch and a keynote speaker, and vendor booths will highlight the latest technologies in energy products. Location is Salt Lake City Downtown Hilton, 255 S. West Temple, Salt Lake City. Details are available by calling (801) 230-4895.

• March 19, 7-9 p.m.: **"Power, Persuasion & Purpose: Preparing & Arming the Next Generation to Compete and Succeed Globally."** Cari E. Guittard, founding principal at Global Engagement Partners, will discuss the weapons of global influence and global mindsets. Guittard teaches graduate courses in corporate diplomacy and geopolitics for the University of Southern California Annenberg School and courses in international negotiations and women's leadership for the Hult MBA School in Dubai. Location is the Bill and Vieve Gore Concert Hall at Westminster College, 1840 S. 1300 E., Salt Lake City. Event is free and open to the public. Details are at utahdiplomacy.org/events.

• March 21, 11:30 a.m.-1 p.m.: **Building Owners and Managers Association (BOMA) of Utah meeting.** Guest speaker Angela Petersen of Zions Bank will discuss how to effectively build an evacuation program to fit any size building or facility. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is $45 for members, $45 for guests, lunch included. Register at www.BOMAUtah.org.

• March 28, 3-4:30 p.m., repeating April 25, Aug. 29, Sept. 26 and Nov. 14: **"Solar Photovoltaic Energy: Generating Your Own Electricity,"** presented by Hunt Electric. The events are designed to provide a better understanding of renewable energy systems, design, installation and work procurement by owners, architects and other construction team members. Instructor will be Brok Thayn, PE, LEED AP and NABCEP Certified Electrical Engineer. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is $20. Register at huntelectric.com/training.htm.

• April 11: **Annual Governor's Utah Economic Summit.** Event will feature keynote presentations and panel discussions in multiple tracks about strategic opportunities and challenges facing businesses. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is $140 before March 1, $200 thereafter. Details are at www.utahsummit.com.

• April 11, 3-4:30 p.m., repeating May 23, July 18, Oct. 17 and Nov. 7: **"Distributed Antenna Systems: Bring Your Facility Up to Full Connectivity and Full Code Compliance,"** presented by Hunt Electric. Instructor will be Darrin Guevara, ITS/communication division manager. Location for all events is Hunt Electric, 1863 W. Alexander Ave., West Valley City. Cost is $20. Register at huntelectric.com/training.htm.

• May 10: **Utah Hispanic Chamber of Commerce's Annual Convention and Expo.** Tentative program includes workshop on business expansion, workshop on marketing, a student track, women's leadership breakfast, business expo, leadership luncheon, Quixote Business Awards and after-hours social. Location is the Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is $40 for chamber members, $50 for nonmembers. Details are at uhccconvention.com.

MARKETING

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massive TV marketing campaign that succeeded in thoroughly confusing consumers who had been accustomed to 400 "sales" a year. When *Women's Wear Daily* asked him how he was going to correct the problem, he told the interviewer that the marketing "overreached," adding, "It didn't do the hard work. People found it entertaining but it wasn't doing what we needed to do to build our business." Then he noted, "There was too much TV and not enough print."

If you wonder what those words mean, here's the translation of the jargon: he roared in as CEO, shot from the hip with "a great idea" and when it failed, he came up with an excuse and flipped back to JCP's traditional print promotion strategy, which isn't doing the job, either.

Failure to think through marketing initiatives follows one path: justification for failure and repeating the cycle.

7. Keeping marketing too narrowly focused. Although bouncing too many marketing activities at one time is possible, there's a seductive tendency to do just the opposite, to lighten the load by peeling away activities or stripping them down so they're only marginally effective.

Marketing success today moves in many directions. It depends on connecting with customers and prospects in all the ways that work for them. Inevitably, this means marketing programs must be multifaceted.

While marketers often speak rather glibly about "integrated marketing communications," walking the talk isn't so easy. It's a daunting task to integrate social media, media advertising, public and media relations, e-marketing and sales promotion so they connect with customers and prospects, and even more demanding to do it consistently so the effort enhances the brand.

If there's a clear thread running through these seven ways marketing goes wrong, it's that marketing is more than great ideas, innovative events or cutting edge techniques. At its core, marketing success depends on an understanding of prospects and customers, and making something happen to turn one into the other.

To accomplish this objective takes vision, innovative thought and persistence.

John R. Graham of GrahamComm is a marketing and sales consultant and business writer. He publishes a free monthly e-eewsletter, "No Nonsense Marketing & Sales." Contact him at johnrg31@me.com, (617) 774-9759 or johnrgraham.com.

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Dismal indeed: why Cheney disdains 'second-rate' Obama team

No doubt President Obama was deeply stung earlier this month to hear Dick Cheney criticize his new national security team. At a Wyoming Republican Party dinner, the former vice president briskly dismissed Obama's choices as "dismal," saying that America needs "good people" rather than the "second-rate" figures selected by the president, particularly Vietnam veteran and long-time U.S. senator Chuck Hagel, nominated by the president as Secretary of Defense.


Joe Conason

For sage advice on security policy and personnel, after all, there is no living person whose approval could be more meaningful than Cheney. It is hard to imagine a record as profoundly impressive as that of the Bush-Cheney administration, back when everyone knew that he was really in charge of everything important — especially the war on terrorism, the war in Iraq and the war in Afghanistan.

True, Cheney's intelligence apparatus failed to capture or kill Osama bin Laden after 9/11 — indeed, failed to prevent the 9/11 attacks, despite ample warnings that began with Bill Clinton's farewell message in January 2001 and culminated in a blaring President's Daily Brief from the CIA in August 2001. True, Cheney's defense command allowed bin Laden and Mullah Omar to escape following the invasion of Afghanistan, while American and NATO troops slogged through that deadly conflict without a plausible goal or even an exit strategy. And true, the national security cabinet run by Cheney misled the nation into war against Iraq, on false premises, without adequate preparation or clear objectives, at a cost of many thousands of lives and trillions of dollars. And true, too, the ultimate result was to embarrass the United States repeatedly while increasing the regional power of the mullahs in Iran.

How can Obama presume to compare his own record with all of that?

Obviously Cheney's success cannot be measured by achievement alone. That wouldn't be fair at all. No, his success resides in the capacity to commit disastrous misconduct and malfeasance in office and still be taken seriously by the serious people in Washington, D.C.

If only the president were sensible enough to appoint figures of the same caliber as Cheney's choices in the Bush years — men such as Donald Rumsfeld, whose capacity to deceive the public remains unequaled a full decade after he first declared utter certainty about the whereabouts of Saddam Hussein's huge, perilous cache of "weapons of mass destruction."

"We know where they are. They're in the area around Tikrit and Baghdad and east, west, south and north somewhat," explained Rummy somewhat inanely. He also assured us that the Iraqi people would warmly welcome U.S. troops, that the war would require a commitment of no more than six months and that we wouldn't need to send an overwhelming force of troops to prevail.

Like his old comrade and boss Cheney, Rumsfeld remained perfectly arrogant and absolutely rigid to the end and beyond, even as all his predictions and promises proved tragically hollow. Even when he came under attack by the neoconservative propaganda apparatus, led by *Weekly Standard* editor William Kristol, for "glibly passing the buck" for administration failures, Rumsfeld never admitted any fault or responsibility. Leaving office in disgrace, he spent years composing a farrago of falsehoods to be published between hard covers, seeking to justify his reign of error — and topped the bestseller lists following a triumphant tour of television and radio.

Now there was a *first-rate* Defense Secretary. President Obama, please take note.

Joe Conason is editor in chief of nationalmemo.com.

Guns and pensions


Thomas Sowell

A nation's choice between spending on military defense and spending on civilian goods has often been posed as "guns versus butter." But understanding the choices of many nations' political leaders might be helped by examining the contrast between their runaway spending on pensions while skimping on military defense.

Huge pensions for retired government workers can be found from small municipalities to national governments on both sides of the Atlantic. There is a reason. For elected officials, pensions are virtually the ideal thing to spend money on, politically speaking. Many kinds of spending of the taxpayers' money win votes from the recipients. But raising taxes to pay for this spending loses votes from the taxpayers. Pensions offer a way out of this dilemma for politicians.

Creating pensions that offer generous retirement benefits wins votes in the present by promising spending in the future. Promises cost nothing in the short run — and elections are held in the short run, long before the pensions are due.

By contrast, private insurance companies that sell annuities are forced by law to set aside enough assets to cover the cost of the annuities they have promised to pay. But nobody can force the government to do that — and most governments do not.

This means that it is only a matter of time before pensions are due to be paid and there is not enough money set aside to pay for them. This applies to Social Security and other government pensions here, as well as to all sorts of pensions in other countries overseas.

Eventually, the truth will come out that there is just not enough money in the till to pay what retirees were promised. But eventually can be a long time.

A politician can win quite a few elections between now and eventually — and be living in comfortable retirement by the time it is somebody else's problem to cope with the impossibility of paying retirees the pensions they were promised.

Inflating the currency and paying pensions in dollars that won't buy as much is just one of the ways for the government to seem to be keeping its promises, while in fact welshing on the deal.

The politics of military spending are just the opposite of the politics of pensions. In the short run, politicians can always cut military spending without any immediate harm being visible, however catastrophic the consequences may turn out to be down the road.

Despite the huge increase in government spending on domestic programs during Franklin D. Roosevelt's administration in the 1930s, FDR cut back on military spending. On the eve of the Second World War, the United States had the 16th largest army in the world, right behind Portugal.

Even this small military force was so inadequately supplied with equipment that its training was skimped. American soldiers went on maneuvers using trucks with "tank" painted on their sides, since there were not enough real tanks to go around.

American warplanes were not updated to match the latest warplanes of Nazi Germany or imperial Japan. After World War II broke out, American soldiers stationed in the Philippines were fighting for their lives using rifles left over from the Spanish-American war, decades earlier. The hand grenades they threw at the Japanese invaders were so old that they often failed to explode. At the battle of Midway, of 82 Americans who flew into combat in obsolete torpedo planes, only 12 returned alive. In Europe, our best tanks were never as good as the Germans' best tanks, which destroyed several times as many American tanks as the Germans lost in tank battles.

Fortunately, the quality of American warplanes eventually caught up with and surpassed the best that the Germans and Japanese had. But a lot of American pilots lost their lives needlessly in outdated planes before that happened.

These were among the many prices paid for skimping on military spending in the years leading up to World War II. But, politically, the path of least resistance is to cut military spending in the short run and let the long run take care of itself.

In a nuclear age, we may not have time to recover from our short-sighted policies, as we did in World War II.

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