

# THE Enterprise

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### THIS WEEK

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## Manufacturers' plea: provide us with more skilled personnel

**By Brice Wallace**  
*The Enterprise*

The perplexing question remains: How can Utah get more youngsters interested in math and science so that ultimately they learn the skills to become highly sought, highly paid engineers and technicians for Utah manufacturers?

A group of manufacturing executives suggested to the Economic Development and Workforce Services Interim Committee last week several ways the state can help the manufacturing sector. But one common thread was improved education and training.

Rob Despain, vice president of business development at Petersen Inc., a fabrication and machining company in Farr West,

said his company's workforce is aging and that Petersen is "starving for skilled workers that show up at our front door." The company has 503 employees and "we'd take 100 more tomorrow if we could get them," he said, especially those able to operate large machining equipment.

Despain suggested increased funding for applied technology colleges, which he said produce "phenomenal" graduates.

"These tech colleges — Ogden/Weber, Davis, Bridgerland in our area — are an incredible resource to us," Despain said. "The problem we're having in industry is we're trying to make manufacturing people. It's like planting corn or planting petunias ... and expecting geraniums to

*see PLEA page 2*

## Porsche Club convention coming to Salt Lake City July 8-14



*The concours d'elegance, or auto beauty contest, at last year's convention in Georgia. Photo by Steve Bisson, Savannah Morning News.*

**By Barbara Rattle**  
*The Enterprise*

Approximately 2,000 owners of roughly 900 Porsche automobiles are slated to descend on Salt Lake City July 8-14 when the Porsche Club of America holds its annual convention here. The Grand America and Little America hotels in downtown Salt Lake City are hosting the event, and Salt Lake Porsche dealer Strong Porsche is looking forward to it.

Brandon Hood, the dealership's social media coordinator, said its "kind of like a lifetime opportunity" for Salt Lake City to host the convention, which will wrap up with a "Porsche Parade" downtown on July 14. Members of the German industrialist Porsche family will be in attendance.

"They don't always go to cities," Hood said of the convention. "They go to really

*see PORSCHE page 2*

## Savage Services buys acreage in Midvale for new headquarters

A Salt Lake City-based supply chain solutions company has purchased seven acres in Midvale where it plans to break ground for a new headquarters facility next year.

Savage Services Corp., the largest subsidiary of Savage Companies, purchased the acreage in a relatively new mixed-use development called View 72 at 7200 South just west of I-15. Ground is slated to be broken next spring for the first of two planned 60,000 square foot office structures. The first building is slated for completion in April 2014, when Savage's lease at 6340 S. 3000 E. expires, said Savage general counsel Kelly Flint.

"This will be the first time in our 67-year history we will be headquartered in a space that is specifically designed and purpose-built for us," said Curtis Dowd, executive vice president and chief financial officer.

Flint said the building, now in a preliminary design phase, will provide adequate training space, room to grow in the future and "try to express the personality of the company."

View 72 is a joint venture between Gardner Co. and Arbor

**SAVAGE**

Commercial, and spans 100 acres. The Savage transaction was brokered by Mike Richmond, Dana Baird and Jon Cowley of Cushman & Wakefield | Commerce Real Estate Solutions.

Savage has 150 locations and over 2,500 employees. It is a global leader in the creation and delivery of bundled supply chain management services that are tailored to meet the needs of customers. Savage serves many industries, including electric power generation, coal production, oil and gas, refining, agriculture, chemical, mining and manufacturing. Freight handled by the company includes chemicals, construction materials, food-grade products, mineral products (including coal, petroleum coke and sulfur), plastics and waste products. Savage arranges for bulk cargo to be transported over the water (by barge or tanker), over the road and over the rails. Its materials management services include transferring cargo between carriers; it also contracts to handle bulk materials at customers' plants. Savage began operations in 1946.

## Technology company to 'expand on expansion' in Utah

**By Brice Wallace**  
*The Enterprise*

EMC Corp., a Massachusetts-based tech company, will "expand an expansion" taking place in Utah.

The Governor's Office of Economic Development (GOED) Board, at its June meeting, approved altering an incentive for the company so that it can expand by 250 jobs beyond the 500 that was the subject of a GOED incentive last year.

The June 2011 approval, a tax credit of \$3.5 million, was for jobs created through 2015 associated with a new customer support center in Draper, a \$7.6 million capital investment. The expanded incentive, totaling \$5.17 million, adds 250 jobs by the end of 2021. GOED documents indicate the

new positions will be additional customer service roles, including technical support and field support roles, as well as e-services and professional services roles. The capital investment grows by \$4 million, to \$11.6 million.

Vance Checketts, vice president of EMC customer support services, told the board that "things are going extremely well for us. We have big hopes for the future. ... It's been a great partnership [with GOED] and we look forward to continuing it as long as we can."

Checketts said the 250 jobs might not end up in Draper. "Now that we have your new incentive package, we will work very quickly to finalize the location for the other 250," he told the board. "It's

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## PLEA

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grow. We're taking these people that are coming through our front door and trying to make them large machinists with some to little success, but the ones that come through our door as machinists that have come out of the Ogden/Weber ATC, the Davis area ATC, we have good success with."

Layne Webb, senior director of operations for Edwards Lifesciences in Draper, said his company has added 200 employees in Utah during the past two years and plans to add 500 to 700 more over the next five years. But an internal survey at his firm indicated a need for better training for applicants.

"We are very willing to train people in basic assembly methods in some of the manufacturing methods that are specific to our industry, but what we find a challenge is the basic skill sets that students often come to us with: deficiencies in the ability to write clearly, deficiencies in the ability to communicate clearly, basic math skills and an awareness of

science," Webb said. "These kind of basic underlying thought processes and patterns are absolutely fundamental when you're talking about a manufacturing environment that's constantly innovating and changing."

Paul Whitlock, director of planning and supply chain for IM Flash Technologies, a flash memory chip manufacturer in Lehi, said IM Flash hires about 100 people annually, but a "disappointing" statistic is that 59 percent of its hires in the past 18 months have been people from outside Utah.

"We certainly are interested in working with whoever will work with us, whether it be the school districts or other ventures, to improve the quality of our engineers," Whitlock said. "But it's an important challenge that I think Utah faces, which is, how do we increase the level and quality of engineers? ... We have a need in the state of Utah for strong and internal growth of our engineer community. We need it through our universities, we need it all the way down through our K-12 programs to encourage and incent folks."

Despite engineering paying

70 percent above the average Utah salary, "it's not something that most kids aspire for," he said. "It's not something they pursue. We've got to change that. We've got to get them excited about what we're creating."

"The shortage of engineers in Utah is very real," said Stan Lockhart, government affairs manager for IM Flash Technologies, who added that Utah has three of the top 100 engineering universities in the country. "Ample engineering talent has for many years been one of Utah's competitive advantages, yet by last legislative session we had identified over 2,000 unfilled job openings for engineers," he said. The Legislature responded by boosting education funding, and now the universities must respond by producing more graduates for Utah companies, he said.

Lockhart suggested increasing capacity at engineering programs at those few universities rather than expanding programs to other institutions in the state. He also said that in addition to four-year-degree engineers, Utah needs more technicians with two-year degrees and needs to find ways to

align educational and economic development goals and boost the academic rigor for K-12 students.

"Partially with experiences as a father and partially after just watching the statistics year in and year out, I discovered that our kids take the academic path of least resistance," Lockhart said. "They are smart kids but when given a chance for doing something that demands lots of studying and lots of rigor or doing something that's much easier, they take the easy path."

House Assistant Majority Whip Ronda Rudd Menlove, R-Garland, said high school students "don't know what engineering is. They don't understand that this could be a career choice for them. They understand what a doctor is because they go to a doctor. They know what a dentist is. They know what an attorney is [from] watching TV. But they don't watch TV shows where you have engineers in some glamorous position, so they don't really understand that this is a career choice."

The speakers also suggested more apprenticeship and mentorship programs and getting business and industry to sponsor academic competitions.

Spencer P. Eccles, executive

director of the Governor's Office of Economic Development, said Utah manufacturing suffered during the recession but the total number of jobs had climbed to 118,000 in April, up from 111,100 in 2010. Manufacturing accounts for 12 percent of the state's output and 9.4 percent of the total workforce, he said.

Todd Bingham, president of the Utah Manufacturers Association, which represents more than 800 manufacturers in the state, said his organization has begun an initiative to identify growth obstacles and develop a strategy to overcome them. "That's a step further than where we've gone with some our other initiatives out there, where we in many cases identified those but not taken that next step," he said.

Ideas could be ready later this year for possible inclusion in 2013 general session legislation.

"We look forward to this process in the next few months of identifying that list and starting to see which ones may be some low-hanging fruit," Bingham said. "I would argue we've probably already picked that fruit, so we need to look pretty closely at what those areas are and develop the strategy and measure and move forward."



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## PORSCHE

from page 1

small places. It's been that way the last three years. Last year it was in Savannah, Ga., and the nearest dealership was in Hilton Head, N.C. We're less than five minutes away from the hotels that are hosting."

Hood said Strong Porsche will extend its hours during the event and expects to see a spike in demand for service and parts as owners prep their cars for a free auto display at the State Capitol on July 9 as well as the July 14 parade, which will be staged at Liberty Park before embarking on a tour of the city.

"It's kind of the Porsche version of the Olympics," Hood said. "We're excited it's right in our back yard. They needed some rare

cars for the parade, so we got in touch with some of our customers that have some of the older cars. I think we'll have a lot of people looking at our cars during their down time."

Just days before the convention begins, Strong Porsche will take delivery of a 2013 Porsche Boxster, which will be on display during the event.

Utah is now home to another Porsche family-owned business, Porsche Design, in the City Creek Center. It retails high-end items such as clothing, luggage, timepieces, eyewear and electronics.

For more information on the convention and parade, visit <http://parade2012.pca.org/>.

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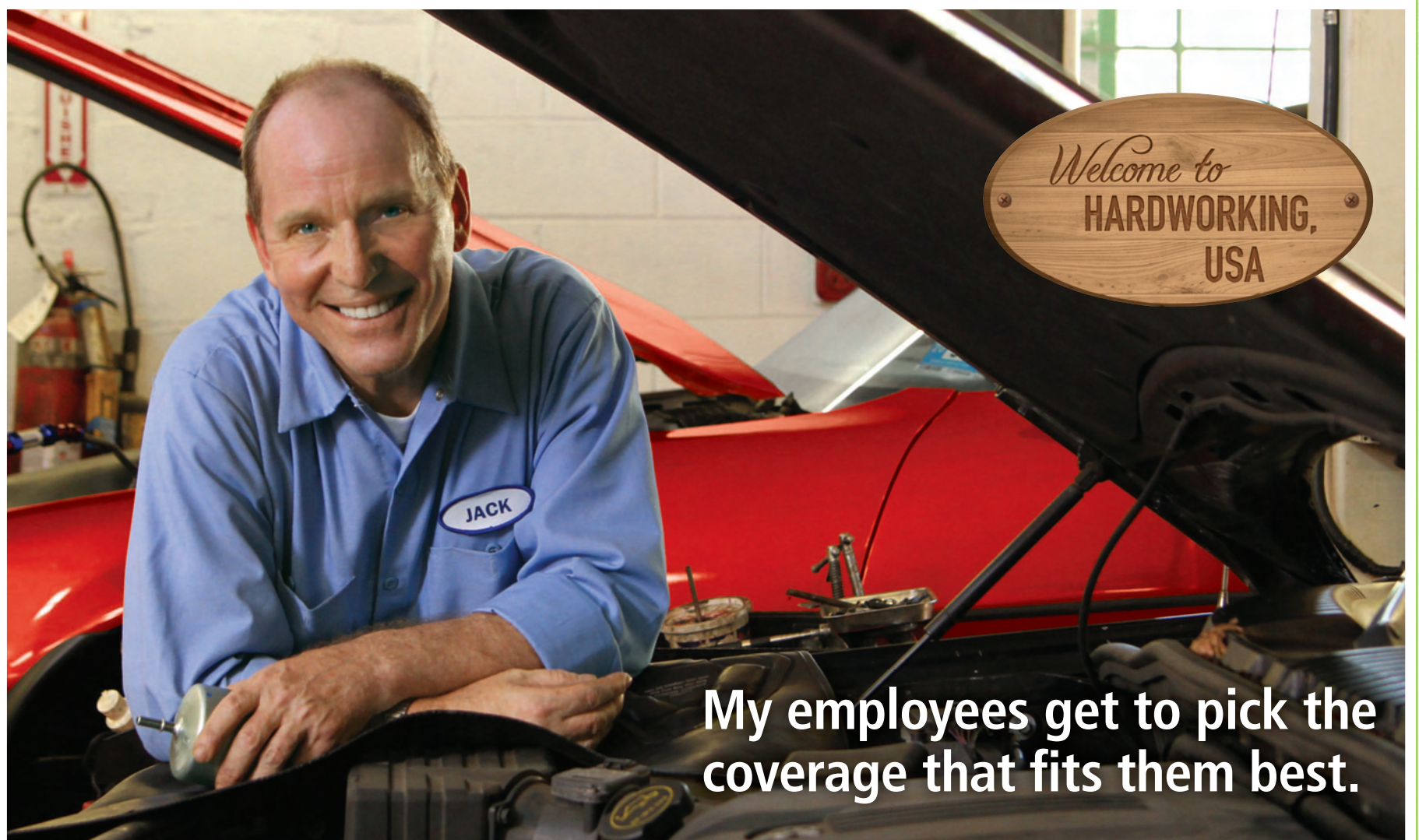
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## Sale of 1-800 CONTACTS finalized

Indianapolis-based health insurer WellPoint Inc. has completed its purchase of Draper-based 1-800 CONTACTS for \$900 million cash. Seller of the business, founded in 1995, was Fenway Partners, which acquired the company in 2007 for \$376 million.

1-800 CONTACTS is the largest direct-to-consumer retailer of contact lenses in the country, providing consumers with a convenient and affordable way to buy lenses through an easy-to-remember phone number and

its website, or glasses through its relatively new glasses.com website. The firm has approximately 3.3 million customers.

WellPoint chair, president and CEO Angela Braly said her firm will now focus on leveraging 1-800 CONTACTS' platform to help grow direct-to-consumer relationships across the country. The acquisition diversifies WellPoint's revenue sources with a high-margin business.

1-800 CONTACTS, which employs more than 1,000 Utahns, will remain in Draper as a wholly

owned subsidiary of WellPoint.

Last year, WellPoint bought CareMore, a provider of managed care for the elderly, for about \$800 million. It has also made strategic investments in Bloom Health, an online insurance service, and FitOrbit, a consumer fitness program.

### NAWBO's SLC chapter names Johnson president

René Johnson has been named president of the Salt Lake chapter of the National Association of Women Business Owners, effective July 1.

Johnson is known nationally as The Power Zone Coach, a leadership and business building expert. She is also recognized as the author of *Leaving Your Comfort Zone: How to Lead Your Life from the Power Zone*, a motivational speaker and vice president of SHEROES United, a Layton-based nonprofit that seeks out women who have overcome tremendous obstacles and, in turn, gone on to improve the lives of women and young girls in their communities and businesses.

The Salt Lake NAWBO chapter was formed in 1992 and is one of 80 chapters nationwide.



Karl Malone Toyota, Draper, has broken ground for what it says will be the first Toyota-certified automobile collision center in Utah. The 24,000 square foot facility, being built next to the 15-year-old dealership, should be complete sometime in October and will initially employ about a dozen people, although there are hopes that the center's staff eventually will grow to 50, said dealership spokesperson Sidney Hammer. While the dealership has always maintained service and accessories departments, it never had the ability to perform major bodywork on automobiles. Now it will, Hammer said, and those services will be performed next

to existing parts and accessories departments. Parts used at the collision center will be Toyota-certified rather than aftermarket. Karl Malone Toyota employs roughly 115 people, Hammer said. In addition to offering entertainment areas for the children of car shoppers, the dealership sports a basketball memorabilia museum on its upper level. Raddon Brothers Construction is general contractor on the collision center project. A building permit valued the development at \$2.5 million. It is generally thought that building permits represent only about half of a project's real cost.

## EMC

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probably no secret that we would look to do that at the exact same location, but we haven't made any public announcements about that yet."

EMC, based in Hopkinton, Mass., provides technology products and services designed to help companies store, manage, protect and analyze information. It has about 53,500 employees worldwide. It has about 400 sales offices and has partners in more than 85 countries.

"We are very pleased with the role that our newest center in Utah has had in strengthening our customer service operations to

support the unique requirements of our customers, while also creating sustainable jobs in Utah," Checketts said in a prepared statement. "As an innovative technology company that's leading one of the most transformational waves that the IT industry has experienced, we intend to be an employer of choice for the people of Utah."

The 750 jobs will need to be 25 percent above the Salt Lake County average wage in order for the company to receive the incentive. Over 12 years, the total wages are estimated at \$475 million, and the state is expecting to see increased tax revenues of more than \$20 million over that time.

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## Legislators again pursuing goal of taxing Internet retailers

By Brice Wallace

The Enterprise

State legislators are trying to craft a resolution supporting the goal of requiring all retailers — including Internet retailers — to collect and remit sales and use taxes.

The move would follow the adoption during the 2012 general session of HJR14, which urges Congress to pass legislation “for the fair and constitutional collection of state sales tax by both in-state and remote sellers.” A proposed new resolution, discussed last week by the Revenue and Taxation Interim Committee, says Congress should authorize states “to require all retailers whose sales to consumers in the state exceed a minimum threshold to collect applicable sales taxes on sales in the state.”

Sen. Curt Bramble, R-Provo, said the resolution would be presented to the full legislature at its next general session but also could be considered by the American Legislative Exchange Council (ALEC) and the National Conference of State Legislators (NCSL) to “re-emphasize” Utah’s position.

Rep. Wayne Harper, R-Taylorsville, said many organizations have adopted resolutions urging Congress to address the issue of Internet sales taxation, and Congress is currently considering three bills. But among national organizations, he said, ALEC is the only one saying Congress should do nothing on the issue. A new Utah resolution could be a model resolution for ALEC to adopt, he said. ALEC is scheduled to meet in late July.

Harper said the resolution would further discussion about

what Utah should do to obtain state authority over sales tax policies “and create an equitable situation where nexus and remote sellers are treated substantially the same.”

Rep. Steve Eliason, R-Sandy, said NCSL estimates that states will lose a collective \$23 billion this year because of their inability to tax Internet sales.

Overstock.com counsel Mark Griffin said his company is “decidedly on the side of steering this issue rather than just letting it happen back in Washington.”

“It’s clear that the legislators who are behind the federal proposals right now are listening to Utah voices, listening to the national organizations as well, and I think that we will achieve something at the end of July which ALEC might support and might move forward,” Griffin said.

Dave Davis, president of the Utah Retail Merchants Association and Utah Food Industry Association, said he supports the most recent resolution draft and thanked Overstock and others for being involved in the Internet taxation struggle. “This is an issue that needs to be addressed, and addressed in such a way that it’s fair to remote sellers as well as brick-and-mortar sellers,” Davis said.

Going back to at least Gov. Mike Leavitt’s tenure, Utah has been working to address the issue of Internet taxation fairness. During last week’s committee meeting, Sen. Howard Stephenson, R-Draper, exuded optimism about possible resolution of the matter.

“I don’t think it’s time to celebrate in the end zone yet, but I’ve never seen this more hopeful than it is today, and I want to commend

those who have slogged through this since the year 2000,” he said. “It was organized in the end of ’99 and then the streamlined sales tax project has gone forward and I wondered sometimes if anything was going to happen and if the sales tax was just going to continue to be eroded. And when entities like Overstock.com, who had very legitimate concerns, come to agreement with something that works and creates fairness for everybody, I think the level playing field really is something that is looking bright in our future and hopefully in the near future we can get this resolved, because it means a lot to the states and to the bricks-and-mortar retailers as well to have this kind of equity.”

### Two Utah hospitals have new CEO, Steven Anderson

Jordan Valley Medical Center and Pioneer Valley Hospital, located in West Jordan and West Valley City, respectively, have appointed Steven Anderson CEO effective July 16.

Previously serving as CEO at Overland Park Regional Medical in Overland Park, Kan., and at Park City Medical Center in Park City, Anderson brings more than 18 years of experience to his new position. Anderson is involved with several community organizations, including Utah Hospital Association, Park City Chamber of Commerce, and Wasatch Community Foundation.

Both hospitals are owned and operated by IASIS Healthcare. Jordan Valley has 183 beds, while Pioneer has 139.

## Precision aerospace assembly operation to expand in West Jordan

By Brice Wallace

The Enterprise

A new division of San Diego-based Rock West Composites will add 93 full-time jobs over five years in West Jordan after receiving an incentive from the Governor’s Office of Economic Development Board.

The board, during its June meeting, approved a tax credit of \$175,142 for the company, which has a relatively new precision aerospace assembly division in West Jordan that will cater to prime aerospace contractors in Utah and nationwide. The five-year incentive is tied to the new jobs paying at least 25 percent above the Salt Lake County average wage.

Rock West Composites already has a 66,000 square foot office and manufacturing facility in West Jordan. It occupies 22,000 square feet, where it produces carbon fiber tubing, composite tubing and custom-molded products, and subleases the remaining space.

Utah faced competition from the San Diego area in landing the new division. “North County [a region of San Diego County] was eager to try to get us there, but it was a pleasure working with the GOED crew and we decided to keep the expansion here in Utah,” Tom Sorenson, Rock West Precision Assembly manager, told the board.

“This proves that your best

customer is your old customer,” board chairman Mel Lavitt said. “If your old customer keeps growing, you want to keep supporting it. We’re not just about bringing new business into the state. We’re into bringing business into the state.”

Rock West said it will invest in improving an existing building. GOED documents say the capital spending will be up to \$1.4 million.

“I believe our new Precision Assembly division offers many unique advantages to our current and prospective customers,” Jim Gormican, chief executive officer of Rock West, said in a prepared statement. “The idea of offering a lower-cost alternative for assembly operations to our customers without the risk and high investment cost of dealing with offshore companies should resonate well.”

In addition to the capital investment, the project is expected to generate about \$15.6 million in new wages and \$875,711 in new state revenue over the next five years.

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## • Industry Briefs •

### BANKING

• **Bank of American Fork** has rolled out **ExpressCollect**, an online solution that allows businesses to accept online payments or donations directly from their customers' bank accounts or credit cards. ExpressCollect offers businesses a unique URL at which to accept customer payments and allows each business to customize its payment page with branding, including logos, color scheme and content.

### CONSTRUCTION

• **Big-D Construction**, Salt Lake City, was recently ranked

by *Engineering News Record* as one of the **Top 100 Design-Build Firms** in the nation. The only Utah-based contractor to make the list, Big-D was ranked at No. 56, up from No. 92 in 2011. During the design-build process, Big-D is in charge of the design, engineering and construction of the project.

• Ground has been broken the new **Student Life and Wellness Building and Parking Structure**, a pair of facilities that together will add 323,494 square feet of much-needed space to the heart of **Utah Valley University's** Orem campus. The two structures will be built side-by-side, adjacent to the

north end of the Sorensen Student Center. GSBS Architects, Salt Lake City, teamed up with Niagara Falls, N.Y.-based Cannon Design for the architectural design of the structures. Salt Lake City-based Jacobsen Construction will serve as contractor.

• **John E. Fortuna** has been appointed chief operating officer of **Jacobsen Construction Co. Inc.**, Salt Lake City. He most recently served as a construction manager. Since joining Jacobsen in 1992, Fortuna has provided executive leadership for dozens

of major projects on the state's college and municipal campuses. Among those completions are the Warnock School of Engineering at the University of Utah, The Huntsman Cancer Institute, and major research and laboratory buildings on most Utah campuses. The Utah State University Agricultural Science Building is his most recent completion. The L.S. Skaggs College of Pharmacy, now in construction, will be yet another of the instruction and laboratory buildings completed under his watch.

• **Steel Encounters**, Salt Lake City, continues work on two new projects in Utah County that push the envelope — with glass. In Lehi, **Adobe Omniture** is constructing the first building of its planned campus. The 680,000 square foot project (three 200,000 square foot buildings and one 80,000 square foot amenities structure) can be seen from I-15 near the Highland/Alpine exit. A structural glass wall was selected to create a feeling of openness on the two opposing 80 x 45-foot walls. The first phase of the project will be completed later this year. Further south, in Provo, **Nu Skin** is expanding its corporate headquarters by 160,000

square feet. Bohlin Cywinski Jackson Architects, known for its extensive use of glass in Apple stores throughout the world, has designed a six-story office building and three-story lab space for the location. Although the building uses extensive glass and metal, the focal point will be the atrium entry that spans across what was once 100 West. Both Adobe and Nu Skin are being constructed by Okland Construction of Salt Lake City.

### ECONOMIC DEVELOPMENT

• **Grow America**, an Ogden-based firm whose mission is to create jobs and lift local economies, has named **Jack W. Sunderlage** executive vice president of national sales. Sunderlage most recently served as CEO of ContentWatch, a local provider of Internet management software and services that includes the Internet filtering software Net Nanny. Prior to ContentWatch he held key sales and marketing executive positions with Burroughs, UNISYS, Digital Equipment, Compaq Computer and Hewlett-Packard.

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from previous page

## ECONOMIC INDICATORS

• Utah has earned a “Golden Shovel” award from *Area Development*, a New York-based publication covering corporate site selection and facility planning, in recognition of projects undertaken in 2011 creating a significant number of high-value-added new jobs as well as investment. The publication cited a list of projects: IM Flash in Lehi, ITT Corp. in Salt Lake City, eBay in Draper, CSN Stores and Home Depot in Ogden, EMC Corp. in Draper, JBS USA Holdings Inc. in Hyrum, Litehouse in Hurricane, L-3 Communications in Salt Lake City and Hexcel Corp. in West Valley City.

• Two Utah companies were honored at the 10th Annual American Business Awards, which were presented last week in

New York City. **Overstock.com**, Salt Lake City, won Company of the Year in retail, while CEO **Patrick Byrne** won Executive of the Year for retail. Provo-based **Vivint Inc.**, one of the largest home automation companies in North America, won Corporate Social Responsibility Program of the Year for companies with more than 2,500 employees, and Customer Service Department of the Year. Sponsors and partners of The 2012 American Business Awards include American Support, Business TalkRadio Network, CallidusCloud, Citrix Online, Dynamic Research Corporation, Iolo technologies, John Hancock Funds, LifeLock, PetRays, Primus Telecommunications Group, SoftPro and VerticalResponse.

## FINANCE

• **Stratos Wealth Partners**, Solon, Ohio, has entered the

**Utah market** by hiring two former Morgan Stanley Smith Barney advisors, **Craig P. Adams CFP** and **Steve Beierlein**. They will create a new Ogden office for Stratos. A location is being finalized. The addition boosts the network of Stratos Wealth Partners to over 125 affiliated advisors managing over \$4 billion in client assets under management. The new Ogden office will maintain approximately \$250 million in client assets through the transition to an independent business model.

## HEALTH CARE

• **Intermountain Health Care**, Salt Lake City, will receive \$9.7 million from the **U.S. Department of Health and Human Services** to develop a sophisticated computer system — among other innovations — that will forecast which interventions will be most effective in reducing a patient’s risk for depression, and treating patients with depression in Utah and Idaho. The funds come from the second round of Health Care Innovation Awards by the federal government.

• For the fifth consecutive year, **Intermountain Healthcare** has been selected by *Computerworld* magazine as one of the top workplaces for information technology professionals. The honor is part of the publication’s annual “Best Places to Work in IT” survey.

## HUMAN RESOURCES

• **Utah’s nonfarm wage and salaried job count** for May 2012,

as generated by the U.S. Bureau of Labor Statistics (BLS), **expanded by 2.4 percent** compared against the employment level for May 2011. This is a 12-month increase of 28,800 jobs, and raises total wage and salary employment to 1,230,500. The seasonally-adjusted unemployment rate—generated by BLS—is Utah’s other primary indicator of current labor market conditions and registers 6.0 percent. Approximately 81,100 Utahns are considered to be actively unemployed. The current United States unemployment rate, as compared to last month, rose one-tenth of a percentage-point to 8.2 percent. Nearly all of Utah’s industrial sectors continue to add jobs over the past 12 months, the lone exception being the leisure and hospitality sector. The government sector expanded by just 600 positions, so the bulk of Utah’s employment growth is occurring within private sector businesses. On a percentage basis, the goods-producing industries (mining, construction, manufacturing) are the most robust, with a year-over growth rate of 4.9 percent. The much larger service-producing side of the economy (84 percent of all employment) is estimated to have employment gains of 1.9 percent over the past year, although quantitatively the service-producing side added 19,500 jobs to 9,300 in goods-producing.

## INSURANCE

• Three Utah companies are among the most recent to name **EMI Health**, Salt Lake City, as their dental benefits provider.

**Game Gear, Larkin Mortuary** and **Oasis Stage Werks** are now among the more than 500 Utah companies that are members of EMI Health, which has covered Utahns since the 1930s.

• The **MGIS Companies Inc.**, a leading national provider of physician insurance products, based in Salt Lake City, has **sold its medical-professional liability insurance retail brokerage unit**, MGIS P&C. The move clarifies the company’s focus on its existing national broker network and leadership position within the group-physician insurance market segments. The MGIS P&C East and West business unit accounts and in-force policies are being purchased by two separate buyers — Doctors First Inc. and Hub International Ltd. Doctors First Inc. offers health care providers several lines of insurance and related services that help physicians run their medical practice more efficiently. Hub International is a global insurance brokerage providing property, casualty, risk management, life and health, employee benefits, investment and wealth management products and services across North America and Latin America.

## MANUFACTURING

• Orem-based **Aribex**, a manufacturer of hand-held X-ray devices, was recently highlighted in an article in the online version of *Plastics Today*, a publication supporting the plastic molding industry. The article discusses how

*continued on page 14*

## • Calendar •

• June 26, 3-5 p.m.: **“Learning to Leverage PR for Lead Generation and Sales,”** presented by the Utah Technology Council. Snapp Conner PR will present multiple case studies from Utah organizations (complete with tactics and metrics) who are leading the way in the strategic development of public relations that can directly impact audience engagement, lead generation, and company sales. Location is Neumont University, 10701 S. River Front Parkway, South Jordan. Free for UTC members, nonmembers pay \$30. Register at [www.utahtech.org](http://www.utahtech.org).

• June 27, **NOTE: UTAH MANUFACTURERS ASSOCIATION BEST PRACTICE EXPO FOR THIS DATE HAS BEEN POSTPONED.**

• June 29, 6:30 p.m. **Third Annual Ogden Rotary Garden Party.** Location is the Eccles Community Art Center, 2580 S. Jefferson Ave., Ogden. Dinner will be served and there will be live music and entertainment. Three individuals will be honored with the Brett Richards Service Award. The award is named after a prominent Ogden architect and Rotary member who was killed in a robbery while on a trip to Guatemala in 2004. Cost is \$30 per person or \$300 for a table of eight. For tickets and information, contact Debbie Nielson at (801) 791-0357/djazz131@yahoo.com or Kassi Bybee at (801) 540-8436/kbybee@gsutah.org.

• June 29, 8-9 a.m.: **“Don’t Lose ‘Green’ with a Disjointed Information Management System,”** presented by the Utah Technology Council. Guest speaker will be Craig Engelbrecht, director of remote services and technology for Siemens

Infrastructure and Cities, Building Technologies Division. An expert in building automation, he has pioneered numerous energy information software products and solutions, including systems that provide near-real-time intelligence of energy/resource use. At Siemens, Engelbrecht is responsible for identifying market trends in remote services, energy efficiency and enterprise information management, and deploying commercialization strategies to bring these solutions to the industries it serves. Location is the Karen Gail Miller Conference Center at Salt Lake Community College, Suite 150, 9750 S. 300 W., Sandy. Cost is \$20 for UTC members, \$40 for nonmembers, and includes breakfast. Register at [www.utahtech.org](http://www.utahtech.org).

• June 29, noon: **2012 Achievement Awards**, presented by the Downtown Alliance. SelectHealth and Intermountain Healthcare, City Creek Center, The Gallivan Center and the Salt Lake City Redevelopment Agency, and Questar Center and Wasatch Commercial Management will be honored. Location is the EnergySolutions Arena, Salt Lake City. Cost is \$50. Register at [downtownslc.org](http://downtownslc.org).

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## Small Business



### A breakthrough for nursing mothers

By Sarah Campbell

As the country awaits a decision from the United States Supreme Court on the constitutionality of certain provisions in the Patient Protection and Affordable Care Act (PPACA) — commonly known as Obamacare — employers should not ignore one of the lesser known provisions of the federal health care law.

The PPACA, enacted March 23, 2010, amended the Fair Labor Standards Act (FLSA) and requires all employers to provide unpaid break time and private space for nursing mothers to “express breast milk” at the workplace. Although breaks must be given to a nursing mother “each time such employee has need to express the milk[,]” no guidance has been given on the length of each break. Notably, the period for accommodation is limited to the first year after a child’s birth. Additionally, the federal law provides specific protection only for non-exempt (hourly) employees, not salaried employees.

#### Room Specifications

According to the law, the room or space made available to nursing mothers must meet the following specifications:

- Shielded from view;
- Free from intrusion by coworkers or the public;
- Usable space to express breast milk (a chair, electrical outlet, etc.); and
- Not a bathroom.

The Department of Labor has clarified that “[a] space temporarily created or converted into a space for expressing milk or made available when needed by the nursing mother is sufficient” so long as the other requirements are met.

#### Undue Hardship Exception

Unlike some federal employment laws, the nursing mother amendment applies to all employers, regardless of size or number of employees. Even so, there is an exception for employers who (1) have fewer than 50 employees and (2) establish an “undue hardship.” An undue hardship exists if compliance with the law (providing reasonable break time and private space) would “caus[e] the employer significant difficulty or expense when considered in relation to the size, financial resources, nature, or structure of the employer’s business.”

#### State Law Protections

When the PPACA was enacted, at least 24 U.S. states already had laws related to breast-feeding. Utah was not among those states but recently has adopted legislation that largely mirrors the federal requirements and puts the burden on the employee to request a break period for expressing milk.

The nursing mothers’ amendment to the FLSA does not preempt any state law “that provides greater protections to employees.” Thus, employers should be aware of the relevant laws in the states where it does business and consult with an attorney regarding its compliance efforts.

Sarah L. Campbell is an attorney at Clyde Snow & Sessions where she represents individuals and businesses in a variety of civil and commercial disputes including employment-related suits, contract claims, complex divorces, and business torts. Although experienced in all stages of litigation, she is also a court-certified mediator for domestic and other matters. Campbell is an active member of Clyde Snow’s Employment Law Practice Group and regularly contributes articles to the Group’s newsletter, *Business as Usual*.

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## The hard side of training and the soft side of learning

When a new sales representative is hired, a company provides what is known as orientation and ramp-up. Once those elements are complete, the company believes the salesperson can go out and begin earning money.

First, it’s a heavy dose of product training. The company and their trainers will spend days, sometimes weeks, on “what it is,” “how it works,” “how it’s used” and myriad other semi-useful facts.

Overlooked, of course, is how the customer profits from it and what the customer’s motive to buy it is. Hello!

I’m about to give you a major AHA! for all product training. Forever. Trainers and training departments will scoff at this because it will mean a huge reduction in what they do and how they do it.

Major clue: All product training should be given at a customer’s place of business. This is where your product is actually used. This is where a salesperson can gain real-world information about practical application, about flaws and service needs, and about merits and features that are most valuable to the actual user.

If enough time is spent at the customer’s place, salespeople will also uncover why the product was purchased, how the product was purchased and the value the product has. It’s also likely salespeople will dispel the single most erroneous aspect of sales: “the customer only buys price.”

Reality: “The customer only buys price” is an excuse propagated by weak and lazy salespeople.

Bigger reality: If companies like Halliburton are able to sell hammers to the government for \$6,000, somehow you should be able to get your price if you are within a few points or dollars of your competition.

Biggest reality: The reason salespeople deal with price is because they have no idea about the buying motives and actual product use. Reason? Product training took place in the corporate classroom, where I maintain it is just south of useless.

So much for hard (product) skills.

Now it’s time for the harder part — the soft skills, the selling skills.

Soft skills can be taught one of three ways:

1. In-house training. Company trainers who may also include best salespeople, and outside courseware trained in-house.

2. Outside training. Should be presented by someone who can sell an off-the-shelf solution with the intention that the salesperson will learn general sales, or a system of selling, or a customized sales process where specific aspects of the product and customer are taught.

3. Voice of customer training. Voice of the customer training is when an existing customer tells their story of use of product (what their history is),

why they bought it, what their experience has been, how they felt about it after purchase and why they would recommend it.

Personal note: For the past 20 years, I have built my reputation on utilizing my expertise combined with voice of customer. I consider the training department vitally important, because they are the glue and history of the company’s success. These elements, if combined correctly, can make any salesperson or sales team THE dominant player(s) in their market — without respect to price.

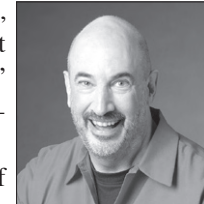
The reason that soft skills, or selling skills, are the most important yet most perplexing aspect of sales success is because they must be accepted by the salesperson as valid, believable and transferable before they can be successfully deployed. The salesperson must say to his or herself, “I agree with this. I think I can do this. I’m willing to put this into practice.”

Most important, the salesperson must do it his or her way, in his or her style, using his or her personality. That way the entire execution of the selling process is transferred to the customer as both authentic and believable.

If you’re a salesperson, and you are hungry for greater success, it’s important that you improve your soft skills to a point where they are equal to or greater than your product knowledge.

Please understand I’m not talking about learning some old-world, find-the-pain, manipulative sales process. In today’s selling, “making a sales pitch” and “closing the sale” are pretty much over.

The biggest soft skill challenges in today’s sales process are finding the decision maker, creat-



Jeffrey Gitomer

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# Public relations as a marketing tool

Just because an organization spends thousands of dollars on advertising, doesn't mean they are going ever see a return on their investment.

Thousands of Utahns drive by billboards on the I-15 and ride the advertise-laden UTA buses. They never read the local newspapers or watch local TV stations. These people will never see the ad that you spent thousands on. These people are Utah's rising generation and consumers that your organization need to reach.

There is no magic solution or logarithm that will solve all of your business problems, but there is a way to help your business reach your consumers and ensure your message resonates within them.

Public relations builds and maintains mutually beneficial

relationships with organizations and their consumers. Whether you are selling a product or trying to raise awareness of your nonprofit's vision, PR is the tool used to establish a two-way communication with those you want to reach.

Public relations is more than just media relations. Research is a key element in figuring out who and how to communicate. Different tactics are used to communicate to different people. If you want to communicate with the older generation you wouldn't buy a Facebook ad, you would buy an ad in the local daily newspapers.

In my 35-plus years of work, about 95 percent of businesses haven't done market research, nor do they have a dynamic plan of action.

With newer technologies

new science of selling. It's what I know to be true because I have executed it myself and created my own success with it. Some of you will accept it. Some of you will not.

Jeffrey reality: I'm sitting in a Starbucks at the Marriott Marquis in New York City. New York City is where most of my selling skills were acquired and polished.

I'm smiling, reminiscing, and calling to mind not just the

coming and going, older forms of communication are being overlooked and underutilized. Social media, online advertising and mobile advertising are being utilized more because they are becoming commonplace in our lives. Businesses are going away from the traditional and getting caught up with the newest technology. Businesses are relying more and more upon e-mails, Skype and search engine optimization. Don't forget about old-fashioned hand-written "thank you" cards and face-to-face conversation to go along with your social media.

Sticking to the traditional newspaper ads and billboards isn't always the best approach, same with exploring social media and online advertising. These are not bad ideas, but you have to consider whether or not they are the best way to reach your customers.

Both new and old forms of

soft skill sales success, but also the immortal words sung by Frank Sinatra, "If I can make it there, I'll make it anywhere."

So can you. Come to New York City, make a few sales and find out for yourself.

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*

communication have their place. Selecting which form of communication to use requires market research and understanding your consumers.

When choosing a form of communication, consider the demographics of your prospective consumer. Do they regularly pick up a local daily newspaper and watch the local news? How often are they on the Internet? What are their motivators and what influences them? These are some of the questions you can ask yourself before you advertise.

PR needs to be a priority in any business strategy.

Linda P. Walton is the president and CEO of the public relations and advertising firm The Walton Group Inc. She has over 25 years of PR experience in Utah and has taught public relations at BYU and UVU. For more information, visit [www.thewaltongroupinc.com](http://www.thewaltongroupinc.com).



Linda Walton

## GITOMER

from previous page

ing harmony, engaging, proving value, transferring an emotional message and earning the sale.

Sales reality: The hard skills (product) can be pounded in by a training department, but the soft skills have to be accepted as valid by the salesperson.

I've just given you a thirty thousand-foot perspective on the

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## Visualize your sales success and work to make it a reality

Dr. Henry Emerson Fordick said, "Picture yourself vividly defeated, and that alone will make victory impossible. Picture yourself vividly as winning, and that alone will contribute immeasurably to success."

Let me share a real life story about visualization and let you ponder how it might relate to your sales performance. Several years ago I moved back to Salt Lake City after spending 17 years working back East. My sales career read almost like a storybook, working for two major Fortune 50 companies and experiencing success at almost every turn. I was blessed with the opportunity to sit at the feet and learn from the masters of sales and business. It was a great experience, one for which I will forever be grateful.

Finding myself back in Salt Lake, I wanted to do something I had dreamed about for some time, but never felt the time and place was right due to frequent

corporate moves. I wanted to build and own several duplexes as a means of financial investment and retirement income. After several moves, my mindset was to find the opportunities here and not to move



**Tim Huffaker**

around the country as I had done before. Once we became settled in a home, the first things I did was to find a piece of property to build my first duplex. My search successfully found a building lot with a small cottage nestled on the back end of the property almost hidden from view by a dense foliage of trees, bushes and shrubs. This was the perfect place to build my first rental property.

Six years later I found myself standing on the sidewalk in front of my little overgrown cottage still trying to visualize what to build. I knew it would be a duplex, but beyond that I didn't know. On this particular day as I peered deep into the "jungle" of vegetation, I

began to visualize what the duplex would look like. I could plainly see a side-by-side "townhouse" style property with a slight offset for each unit and a roofline showing a change in elevation and ridgeline. I could plainly see the south-facing entry for both units with a private sidewalk running to the back of the property and two double garages along the back edge of the property line.

My mind took me to the inside, where a dining room and living room were on either side of the formal entry hall. The hall continued to the back and opened into a large family room adjoining a large and open kitchen with a wide countertop and bar stools. There was an eat-in kitchen nook for casual dining. A stairway led from the family room to the basement with a large bedroom, full bath, large TV room and a storage room that would be the envy of any property owner. From the formal entry hall was a stairway leading to the top level with a laundry room at the top of the stairs, two

bedrooms sharing a "Jack-and-Jill" bathroom and the master suite with an oversized tub, separate shower and walk-in closet.

I don't know how long I stood on the sidewalk with this visualization running through my head, but it was real, and for the first time in the six years since I had purchased the property, I knew exactly what I was going to build and how it would look. I immediately drove to the office of one of my friends who was an architect and described to him what I had imagined in this day-dream. He started to make some sketches and within an hour or so he had captured on paper what I had pictured in my mind. Within a couple of weeks he had elevations and floorplans drawn. We made a few changes to those first drawings and within a couple more weeks we had plans that were presented to the city.

The city required a few changes to meet their building requirements and within two months of standing on the sidewalk visual-

izing what kind of building to construct on my property, my builder was tearing down the little cottage and starting constructing on my new duplex. Now, why did it take six years to start something that I new I wanted six years earlier? The answer is simple; I had no vision. Once I was able to visualize what I wanted to build, it became a reality. The reality took time, activity and money, but nothing happened without the visualization.

Sales success is no different than the story I have just shared with you. Salespeople can spend a whole career doing very little compared to what they are capable of doing because they have no vision of what is possible. They perform at a level comparable to others in their company with no comprehension that they could do far better if they would only visualize something better. I have a client who was the top salesperson in his company. He was making a good income based on commissions, more than any other

see HUFFAKER page 12

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## The pros and cons of Roth IRA conversions

The Bush-era tax cuts could sunset in 2013, and that possibility has prompted some traditional IRA owners to think about Roth conversions. If tax rates go up, going Roth may be smart. The key word in that last sentence is “may,” as going Roth may not be for everyone.

Why go Roth? There is an assumption behind every Roth IRA conversion — a belief that income tax rates will be higher in future years than they are today. If you think that will happen — and many people do — then you may be compelled to go Roth. After all, once you are age 59.5 and have owned a Roth IRA for five years (i.e., once five full years have passed since the conversion), withdrawals from the IRA are tax-free. Additionally, you never have to make mandatory withdrawals from a Roth IRA, and you can contribute to a Roth IRA as long as you live, unless you make too much money to do so — in 2012, the contribution limits are \$125,000 for single filers and \$183,000 for joint filers and qualifying widow(er)s, with phase-outs respectively kicking in at \$110,000 and \$173,000. (These numbers represent modified adjusted gross income.)

While you may make too

much to contribute to a Roth IRA, that doesn't stop you from being able to convert a traditional IRA to a Roth. Imagine never having to draw down your IRA each year. Imagine having a reservoir of tax-free income for retirement (provided you follow IRS rules). Imagine the possibility of those assets passing tax-free to your heirs. Sounds great, right? It certainly does — but the question is, can you handle the taxes that would result from a Roth conversion?



Mark Lund

Why not go Roth? Two reasons: the tax hit could be substantial, and time may not be on your side.

A Roth IRA conversion is a taxable event. When you add the taxable income from the conversion into your total for a given year, you could find yourself in a higher tax bracket. Some of these conversions even lead to the IRA owner's Social Security benefits and Medicare being taxed.

If you are nearing retirement age, going Roth may not be worth it. If you convert a sizable traditional IRA to a Roth when you are in your 50s or 60s, it could take a decade (or longer) for the

IRA to recapture the dollars lost to taxes on the conversion. Model scenarios considering “what ifs” should be mapped out.

In many respects, the earlier in life you convert a regular IRA to a Roth, the better. Your income should rise as you get older; you will likely finish your career in a higher tax bracket than you were in when you were first employed. Those conditions relate to a key argument for going Roth: it is better to pay taxes on IRA contributions today than on IRA withdrawals tomorrow.

However, since many retirees have lower income levels than their end salaries, they may retire to a lower tax rate. That is a key argument against Roth conversion.

If you aren't sure which argument to believe, it may be reassuring to know that you can go Roth without converting your whole IRA. You could do a partial conversion. In fact, you could make multiple partial Roth conversions through the years. Is your traditional IRA sizable? This could be a good idea if you are in one of the lower tax brackets and like to itemize deductions. You could even undo the conversion. It is possible to “recharacterize” (that is, reverse) Roth IRA conversions. If a newly minted Roth IRA loses

value due to poor market performance, you may want to do it. The IRS gives you until Oct. 15 of the year following the initial conversion to “reconvert” the Roth back into a traditional IRA and avoid the related tax liability. You could “have it both ways.”

As no one can fully predict the future of American taxation, some people contribute to both Roth and traditional IRAs, figuring that they can be at least “half right” regardless of whether taxes increase or decrease.

If you do go Roth, your heirs might receive a tax-free inheritance.

Lastly, Roth IRAs can prove to be very useful estate planning tools. (You may have heard of the “stretch IRA” strategy, which can theoretically keep IRA assets growing for generations.) If the rules are followed, Roth IRA heirs can end up with a tax-free inheritance, paid out either annually or as a lump sum. In contrast, distributions of inherited assets from a traditional IRA or 401(k) are routinely taxed.

Mark Lund is a portfolio management specialist, investor coach, speaker and author of *The Effective Investor*. To get a free whitepaper, “8 Myths Killing Portfolio Performance,” go to [www.StonecreekWealthAdvisors.com](http://www.StonecreekWealthAdvisors.com).

StonecreekWealthAdvisors.com. Lund offers investment management services through Stonecreek Wealth Advisors Inc., an independent fee-only Registered Investment Advisor Firm in Utah. He can be reached at 11650 S. State St., Suite 360, Draper UT 84020, (801) 545-0696.

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## To predict sales success, prepare with scripts

I'm writing this on a plane on the way back from Orlando, where I addressed a group from the aftermarket auto part industry — fine group of people including manufacturers, distributors, job-

bers, auto parts retailers and auto repair shops. Not an unusual weekend for me. I've addressed industry groups of all kinds. I like to say I've helped all kinds of businesses from a rock shop to a fertility doctor, and everything in between. And that's the truth.

There are surely a lot of differences from group to group. Each seems to have its own personality. And I've addressed that before, in recent columns.

But there is at least one somewhat disturbing similarity that I have found, not only in every single one of these groups, but frankly in virtually every single business I've worked with, including, sadly, my own.

I don't care whether you're selling high-end jewelry or "black

gold," I have found all of them blow revenue opportunity after revenue opportunity because they fail to "pre-prepare."

Think about this. If you've been in business for any length of time, haven't you heard it all? I mean, really. For the most part, just about every possible sales or customer service scenario is experienced by just about everybody who ever works in a business within the first few months they're there. When you pool the collective experience of

all the people who work for any given enterprise, it's certain that you'll cover 99 percent or more, of whatever will ever come up.

Just about any question a customer could come up with has been addressed before. Just about any concern a client or patient may have has been proffered by a previous client or patient in the past. Same with sales objections.

So why on earth don't businesses "PRE-PARE" for all of

those eventualities and train their people with the most effective SCRIPTS to handle whatever comes up?

Think that's too tough? I don't know. Seems like McDonald's can take 16 year-old after 16 year-old, many who have dropped out of school, and train them to consistently deliver the goods for the customers. This in the face of kid after kid who quits two weeks — or two days — into the job and has to be replaced by Thursday.

I understand your business isn't McDonald's. I understand it may be more complex than that.

Except that when you really boil it down, is it really?

Fact is, McDonald's has a way to take an order. They have a way to deal with it if people don't want pickles on their burger.

You may have more scripts to deal with. You may have less, but they may be longer or more complex. You may have more, more complex scripts. But the questions, concerns and objections can be categorized, quantified, analyzed, predicted and prepared for,

so that whenever whatever comes up, you and your team have an answer.

A prospect calls and asks for a price over the phone. That's happened a thousand times in your business. You know when it does, the person thinks your business is a commodity, that whatever it is you sell is just like whatever your competitors sell, so he's going to make the decision based on price. Of course, you're not the lowest priced vendor in your market, so you're bound to lose the sale. And despite the fact that this happens virtually every day, why don't you have a script and system for dealing with it?

When someone comes in asking for a widget and wants the cheapest model, what's your script and system for up-selling to a higher-end model in the customer's best interest? And after they've decided yea or nay on the up-sell, what are you offering for an add-on?

How about those objections? Don't they come down to just a few categories? Lack of time, lack of money, lack of belief (in other words, not believing enough that your product or service will be the solution they're looking for, for the price you're asking).

Those are the objections for the most part, but you may be able to sub-categorize them further for your particular business. Point is, you know what's coming before it gets there. You just don't know which prospect is going to bring which questions, concerns or objections at what time.

Here's the thing. If you don't create scripts and systems for your marketing efforts, you'll never be able to improve your sales rates. If all your people are dealing with all these situations in their own way,

you're always going to be at the mercy of hoping the right person is in front of the right prospect at the right time. All luck of the draw.

When everybody is using the same script and system, you can tinker with wording and procedure and "genetically engineer" your sales processes for ever-increasing success.

But you have to be consistent and courageous with the effort. When you suggest to your people you want them to use scripts, two things will happen:

First, you'll get all kinds of blowback. They won't want to do it. That's where you demonstrate your courage. Push forward anyway. The tail can't be wagging the dog.

Second, they'll humor you for a couple of days, expecting you to "work it out of YOUR system," before they get it worked into THEIR systems. Hence the need for consistency. You're going to have to train them and keep training them, over and over, week in and week out. That's how you convince them what you want them to do is really important to you.

So, if you're really want to PRE-dict your sales success, PRE-PARE for it with scripts and systems.

Jim Ackerman is a Salt Lake City-based marketing speaker, marketing coach, author and ad writer. For his speaking services go to [www.marketingspeakerjimackerman.com](http://www.marketingspeakerjimackerman.com) Subscribe to his VLOGS at [www.YouTube.com/MarketingSpeakerJimA](http://www.YouTube.com/MarketingSpeakerJimA), where you get a video marketing tip of the day, and at [www.YouTube.com/GoodBadnUglyAds](http://www.YouTube.com/GoodBadnUglyAds), where Ackerman does a weekly ad critique and lets you do the same.

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## HUFFAKER

from page 10

salesperson had ever earned. One day this salesperson asked himself why he didn't sell more and visualized himself selling at a pace twice what he had done the previous year. He pondered what effort would be necessary, thought about where the sales might be found and visualized himself achieving that new level of success. During the next year he doubled his sales. Having reached that level of success, he again visualized himself

increasing his sales by 50 percent. The following year he did just that.

There is only one thing that limits your success in sales, and that is your ability to visualize your success, combined with the effort to make it happen. Spend time daydreaming and visualizing your sales success, looking far beyond your current performance. Increases can be achieved if you use the right process and the first step of that process is visualization.

Tim Huffaker is the president of The Business Performance Group, a sales training and coaching firm headquartered in Salt Lake City. The company teaches core sales principles and skills, allowing clients to double their sales. Huffaker is the author of hundreds of sales articles and can be contacted at (801) 557-4571 or [tim@bpgutah.com](mailto:tim@bpgutah.com).





# LEADERSHIP IN BUSINESS



Vince Rampton for Lt. Governor

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We believe small businesses are engines of economic growth. They are and always have been the backbone of Utah's economy. Our economic development plan will include investments in small business to strengthen our robust entrepreneurial spirit.

# COOKE RAMPTON

2012

from page 7

Aribex moved its plastic injection molds from China back to a vendor in the United States. That vendor, while not mentioned specifically in the article, is Biomerics Utah Plastics, another Utah company.

## MEDIA/MARKETING

• Park City-based digital design and development studio **Rally Interactive** has won a **2012 Apple Design Award** for its design and development of an iPhone app for National Geographic called National Parks by National Geographic. The app launched in the iTunes store on April 19. It is a guide to 20 of the most visited U.S. national parks, featuring photographs, helpful tips, photo tips and maps. While the basic version of the app is free, users can purchase additional content within the app. Rally has since launched an iPad version of the app, which debuted as an iTunes Editor's Choice iPad app on June 14.

• **PROBAR**, a Salt Lake City provider of plant-based food products, has selected Salt Lake City-based **Struck** to lead PROBAR's major rebranding campaign initiative. Leveraging its professional experience and heritage in branding, including recent high-profile rebrands for TCBY and the U.S. Speedskating Team, Struck is tasked with conceptualizing and executing a company rebranding campaign to roll out over the next nine months.

## NATURAL RESOURCES

• Salt Lake City-based **BoartLongyear.com**, an integrated exploration drilling products and services provider, received the distinguished **Safety and Health Achievement Recognition Program (SHARP) award** from the Utah Occupational Safety and Health Administration for its Salt Lake City manufacturing plant. The facility worked with OSHA to identify and implement best practices to protect workers by developing an innovative management system. The firm's sales in 2011 were over \$2 billion, and the company employs over 10,000 employees worldwide. Contract drilling services are conducted in over 40 countries, and exploration products are manufactured in seven global factories and sold to customers in more than 100 countries.

## REAL ESTATE

• **CBRE Group Inc.**, through its direct HUD FHA lender CBRE HMF Inc., has completed **construction financing for the Brick Stone Apartments on Main**, a market rate housing development to be located in South Salt Lake. The loan was funded through

HUD's Section 221(d)(4) program, providing construction financing together with a 40-year, fully amortizing permanent loan. The Brick Stone on Main project will include 112 one- and two-bedroom Class A apartment homes. The project will be situated one block west of State Street, the main north-south commercial thoroughfare in the Salt Lake Valley. The four-acre site will encompass four three-story and two two-story walk-up wood-frame residential buildings, a recreational clubhouse and two single-story garage buildings. Amenities will include a fitness center, outdoor pool, athletic court and children's play area. The project is being sponsored by BMJS, LLC, which has been involved in the development of single-family and multifamily town homes. BMJS principals Ben Massimino and Jason Shiebler have been involved in multiple apartment property investments.

• The **Living Planet Aquarium**, gearing up for its new facility in Draper, is **looking for 5,000 to 8,000 square feet of warehouse space** to store tanks for sharks and other species that are being collected in anticipation of the new facility. The space needs to have concrete floors and three-phase power and needs to be air conditioned. The ideal location for the space would be in the South Salt Lake Valley. The space will be needed from about July 1, 2012, through November 2013. For more information contact Ronnie Daniel at (801) 355-3474 ext. 221, or ronnie.d@theliving-planet.com.

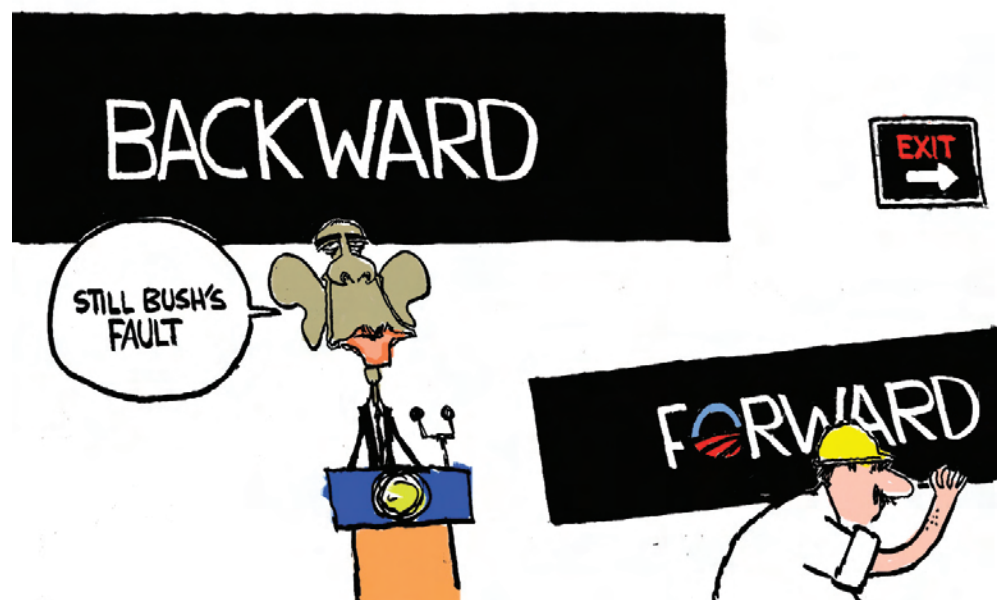
• **TerraSol** in South Salt Lake, a 60-unit urban infill development near downtown Salt Lake City, received a **Gold Nugget Award** of Merit in two categories: Green Sustainable Residential Community and Single Family Detached Home Under 1,700 square feet in the 2012 Gold Nugget Award design and planning competition. In South Jordan, **The Solaris Collection** at Daybreak received a Gold Nugget Award of Merit in two categories: Residential Project of the Year-Detached Product and Single Family Detached Home 1,700 to 2,500 square feet. The projects were built by Garbett Homes, Salt Lake City, and designed by KTG Group Inc. Both TerraSol and Solaris are high density single-family homes for cost-conscious, eco-minded buyers and include Solar PVT (photovoltaic thermal) panels, geothermal heating and cooling and a super-tight energy-efficient building envelope with HERS ratings under 40 in a Climate Zone 5.

## RESTAURANTS

• **Bambara**, a Kimpton restaurant in downtown Salt Lake City, has **gone mobile**, taking chef

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Nathan Powers' New American Bistro fare on the road to guests' homes and businesses. Powers introduces new menus seasonally, using organic and sustainable ingredients. His cuisine embraces straightforward New American fare, including a wide variety of seafood and game.

## RETAIL

• In addition to previously announced tenants such as Zumiez, Torrid, ParkStone Wood Kitchen, Sushi Monster, Claire's, Famous Footwear and the recently opened Maurices, the **Station Park** retail development in Farmington also announced the following **new tenants**: H & M Hennes & Mauritz AB (H&M), Swedish retailer known for its affordable as well as up-to-date and high-quality fashions; Francesca's Collections boutique, which features limited quantities of handpicked women's fashions and accessories; Republic of Couture; Charming Charlie; Twigs Bistro & Martini Bar; and Bandidos Mexican Restaurant. Developer CenterCal Properties is currently working with many additional tenants, such as Chico's and White House Black Market.

• **Zane Day**, a 38-year veteran of **Smith's Food & Drug Stores**, has accepted the position of vice president of merchandising for Smith's. He will oversee all product sales and merchandising direction for the company's 133 stores throughout the Intermountain West. Day most recently served as vice president of operations. Day has held several other key positions managing merchandising and operations for the grocery chain in his long grocery retail career, including procurement director for the company's Tolleson distribution center in Arizona. Day is being replaced by **Colleen Juergensen**. She previously served as vice president, operations for the Dillon division of The Kroger Co. based in Hutchinson, Kan.

• In June and July, **Weller Book Works**, Salt Lake City, will host two semi-formal social **salons for collectors of rare books**. It has been dubbed the Collectors Book Salon and will occur on the last Friday of both months from 6:30 until 9 p.m. in the Rare Book Department on the second floor of Weller Book Works in Trolley Square. WBW will provide hors d'oeuvres and beverages and make available special deals for collectors in attendance. Tony Weller will make a brief bibliophilic presentation at 7:30 during the June 29 salon. For more information, please contact Tony Weller or Joan Nay at (801) 328-2586 or by e-mail to joan@wellerbookworks.com.

## TRAVEL/TOURISM

• The **Utah Office of Tourism** and the **Governor's Office of Economic Development** have launched a **photography contest** designed to show people enjoying the state. The "Faces in Places in Utah" contest is open to anyone. Possible examples include photos of a child's face at the Utah State Fair, a dancer's focus during an important recital, the exhilaration of a first-time skier, the triumph of a hiker reaching the summit at Angels Landing in Zion National Park and the concentration of a concert pianist or research scientist. The contest also features a special business category, highlighting the faces of Utahns in the workplace and the positive human impact on the state's vibrant economy. A panel of graphic designers, photographers and outdoor enthusiasts will judge the photographs based on photographic quality as well as promotional appeal. Prizes will be awarded for first- and second-place winners in each geographically designated category (northern, central, and southern Utah) for both students and nonstudents. First-place winners will receive \$1,500 and second-place winners

will receive \$750. Each region will have a first- and second-place photo awarded in the business category, also with \$1,500 and \$750 prizes. Winning photographs will become the property of the state of Utah and may be included in the 2014 Official Utah Scenic Calendar, on the office's website www.VisitUtah.com or other collateral material. The contest is free and open to anyone 18 or older, except for employees or immediate family members of the tourism office or GOED. Entries must be full-color, original photographs depicting Utah, preferably taken within the last 12 months. Photographers may submit up to 12 entries. Entrants must submit a signed photo release form for each identifiable person in each photograph. The contest runs through Jan. 18, 2013. Finalists will be notified via e-mail by Feb. 1, 2013. The winning photos may be displayed at Tourism Day on the Hill on Feb. 13, 2013, in the Capitol rotunda. More information is at VisitUtah.com, by contacting Audrey Livingston at aelivingston@utah.gov, or by calling the Utah Office of Tourism at (801) 538-1030 or (800) 200-1160.

• **Salt Lake City** has been chosen as the site for the **North American Securities Administrators Association (NASAA) Fall 2013 Conference**. Roughly 500 NASAA members are expected to attend the September meeting, which brings together securities regulators, securities law professionals, financial services industry representatives, consumer advocates and legislative and regulatory policymakers for an in-depth look at key financial services policy issues. According to NASAA, the conference is expected to bring over \$1 million to the local economy through lodging, meals and meeting related expenses by its members, who held their first convention in Salt Lake in 1922.

## Republicans swoon over Holder's 'partisan' leak probers

Last week, Republicans on Capitol Hill opened yet another front in their continuous sniping against the Obama administration, the Justice Department and Attorney General Eric Holder. Having demanded a federal investigation of intelligence leaks, they now claim to be outraged because Holder has asked two United States attorneys to conduct that probe — and one of the two happens to be a Democrat.

Angry Republicans (and their media enablers at Fox News, et al) insist that the White House must have leaked information about the president's terrorist "kill list," the success of drone strikes and the killing of Osama bin Laden to improve the president's martial image and re-election prospects. Never mind that they fawned over the Bush White House, regardless of its leaks and even its unlawful disclosure of CIA officer Valerie

Plame's identity. That was then, of course — and now the alleged leaks of national security material from a Democratic administration enrage them.

Whether those stories emanated from the Obama White House or not, someone must have tipped off *The New York Times*, which first reported the "kill list," among other things. So consistent with President Obama's evident obsession about stanching leaks, Holder appointed

Ronald Machen, the U.S. attorney for the District of Columbia, and Rod Rosenstein, the U.S. attorney for the District of Maryland, to oversee an investigation and potential prosecution of the leakers.

Immediately, a loud claque stretching from Sen. John Cornyn, R-Texas, to the Fox Nation website began whining about Holder's appointments. First, they said that the job ought to be handled by

a special counsel, not a pair of prosecutors subject to presidential appointment. And second, they complained that Machen had supported the president in 2008 and donated about \$4,500 to his campaign.

(They never mention that Rosenstein was a Bush appointee, held over by Obama with bipartisan support in Maryland. But then appointment by a Republican president isn't much protection against smears from the right — just ask Patrick Fitzgerald, who prosecuted the Plame case.)

At this point, it is impossible to take Republicans seriously when they accuse anybody else of partisanship, although the Washington press corps feels obliged to pretend. To anyone with a functioning memory, these charges against Holder are especially galling, coming from people who were never troubled by the appointment of Kenneth W. Starr to investigate the Whitewater affair back in the 1990s.

Unlike Machen, whose

resume includes years of service as a federal prosecutor, Starr had no prosecutorial experience. He was merely an ambitious Republican judge whose sole necessary qualification — in the eyes of the right-wing Republican senators and judges who conspired to appoint him — was partisan and ideological animus against President Clinton.

Not only had Starr donated thousands of dollars to GOP candidates, he had almost run for a Virginia Senate seat himself as a Republican. He had represented the Republican National Committee and even volunteered to write an amicus brief to the Supreme Court on behalf of Paula Jones, the Arkansas woman who sued President Clinton for sexual harassment.

Yet somehow, nothing about Starr's record suggested unacceptable partisanship to the Republicans who appointed him or the press that fawned over him. The \$50-million-plus investigation of the Clintons, which

actually encompassed at least six separate strands of inquiry, turned up nothing except the president's trysts with Monica Lewinsky and his dissembling about that personal indiscretion. Ultimately, Starr's embarrassing performance led to a consensus that the nation should no longer encourage undefined probes by unsupervised prosecutors. The law that enabled him was allowed to lapse.

Today, there is nothing startling in Holder naming a Democrat and a Republican to conduct a national security investigation — and in this case, their independence can be amply assured by congressional oversight and media coverage. And perhaps the Republican noise machine can pipe down, in full recollection of its silence when Ken Starr ran amok with his party's blessing.

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

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## The immigration ploy

President Obama's latest political ploy — granting new "rights" out of thin air, by Executive Order, to illegal immigrants who claim that they were brought into the country when they were children — is all too typical of his short-run approach to the country's long-run problems.

Whatever the merits or demerits of the Obama immigration policy, his Executive Order is good only as long as he remains president, which may be only a matter of months after this year's election.

People cannot plan their lives on the basis of laws that can suddenly appear, and then suddenly disappear, in less than a year. To come forward today and claim the protection of the Obama Executive Order is to declare publicly and officially that your parents entered the country illegally. How that may be viewed by some later administration is anybody's guess.

Employers likewise cannot rely on policies that may be here today and gone tomorrow, whether these are temporary tax rates designed to look good at election time or temporary immigration policies that can backfire later if employers get accused of hiring illegal immigrants.

Why hire someone, and invest time and money in training them, if you may be forced to fire them before a year has passed?

Kicking the can down the road is one of the favorite exercises in Washington. But neither in the economy nor in their personal lives can people make plans and commitments on the basis of government policies that suddenly appear and suddenly disappear.

Like so many other Obama ploys, his immigration ploy is not meant to help the country, but to help Obama. This is all about getting the Hispanic vote this November.

The principle involved — keeping children from being hurt by actions over which they had no control — is one already advanced by Sen. Marco Rubio, who may well end up as Gov. Romney's vice-presidential running mate. The Obama Executive Order, which suddenly popped up like a rabbit out of a magician's hat, steals some of Sen. Rubio's thunder, so it is clever politics.

But clever politics is what has gotten this country into so much trouble, not only as regards immigration but also as regards the economy and the dangerous international situation.

When the new, and perhaps short-lived, immigration policy is looked at in terms of how it can be administered, it makes even less sense. While this policy is rationalized in terms of children, those who invoke it are likely to do so as adults.

How do you check someone's claim that he was brought into the country illegally when he was a child? If Obama gets reelected, it

is very unlikely that illegal immigrants will really have to prove anything. The administration can simply choose not to enforce that provision, as so many other immigration laws are unenforced in the Obama administration.

If Obama does not get reelected, then it may not matter anyway, when his Executive Order can be gone after he is gone.

Ultimately, it does not matter what immigration policy this country has if it cannot control its own borders. Whoever wants to come, and who has the chutzpah, will come. And the fact that they come across the Mexican border does not mean that they are all Mexicans. They can just as easily be terrorists from the Middle East.

Only after the border is controlled can any immigration policy matter be seriously considered, and options weighed through the normal Constitutional process of Congressional hearings, debate and legislation, rather than by Presidential short-cuts.

Not only is border control fundamental, what is also fundamental is the principle that immigration policy does not exist to accommodate foreigners but to protect Americans — and the American culture that has made this the world's richest, freest and most powerful nation for more than a century.

No nation can absorb unlimited numbers of people from another culture without jeopardizing its own culture. In the 19th and early 20th century, America could absorb millions of immigrants who came here to become Americans. But the situation is entirely different today, when group separatism, resentment and polarization are being promoted by both the education system and politicians.

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

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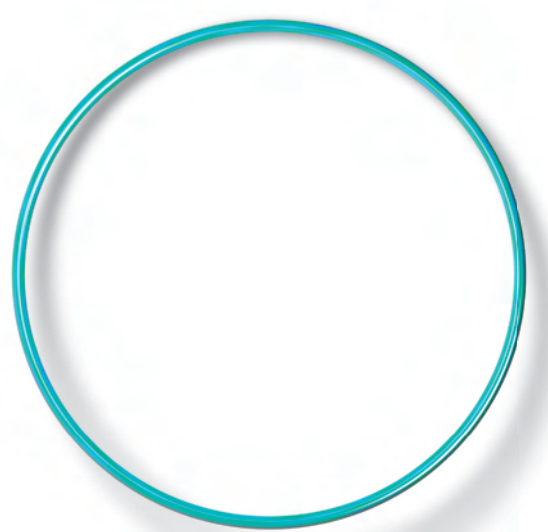
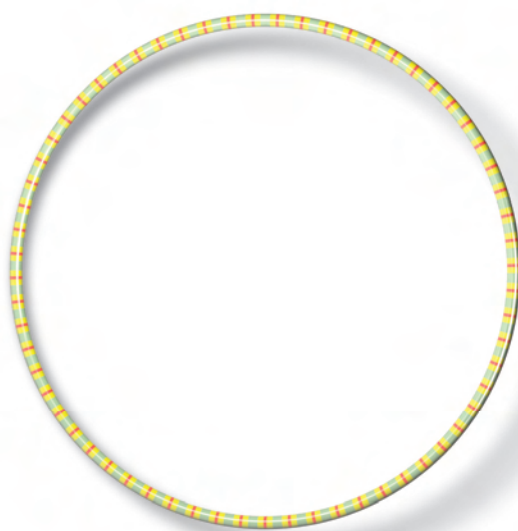
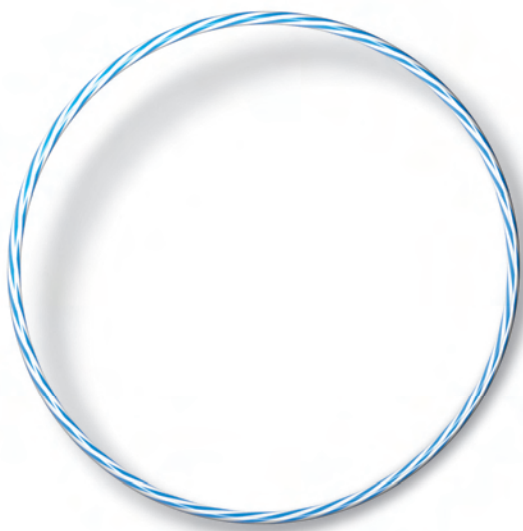


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