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CityScape Apartments to feature 122 units



Construction of the 122-unit CityScape Apartments will begin this fall at 150 S. 400 E., Salt Lake City.

A 122-unit luxury apartment project dubbed CityScape Apartments will rise at 150 S. 400 E., Salt Lake City.

Wasatch Advantage Group and Strategic Multifamily have entered into a joint venture agreement to construct the project, which will include amenities such as a rooftop courtyard and spa, business conference center, dog park, outdoor fireplace and barbecue areas. Construction on the apartments, which will feature luxury interiors and urban finish exteriors, is scheduled to begin this fall.

In 2007 and 2008, when Salt Lake Valley vacancy rates dipped below 5 percent, Wasatch Advantage Group acquired land along the Wasatch Front to construct more than 2,500 apartment units, most of which have been constructed and fully leased.

"We see a definite need for upscale apartment units downtown," said Jeff Nielson, chief financial officer of Wasatch

Advantage Group. "Wasatch is both bullish on the strength of the Utah apartment market and at the same time very cognizant of the supply of new apartment projects throughout the Wasatch Front."

Strategic Capital Partners is the parent company of Henry Walker Homes, which began closing homes in 2009, and has quickly become a top five builder in northern and southern Utah. Strategic Multifamily has acquired additional land throughout the Wasatch Front that will be home to an additional 750 apartment units.

"The demographics, job growth, barriers of entry and excitement in downtown Salt Lake City lend themselves well to the development of luxury apartments downtown," said Adam Paul, partner in Strategic Multifamily. "Because of their experience and expertise in apartment rentals, our joint venture with Wasatch Advantage Group was an easy choice."

Unemployment insurance rate might stay at current level in 2013

By Brice Wallace
The Enterprise

Utah businesses could see a continued reduction in their unemployment insurance contribution rates in 2013, a move that would save up to about \$30 per employee for companies paying the minimum rate.

Bill Starks, director of the Unemployment Insurance Division of the Utah Department of Workforce Services, told the legislature's Economic Development

and Workforce Services Interim Committee at its August meeting that cuts in place in 2012 perhaps should be extended through 2013 because of the relative good health of the state's Unemployment Insurance Trust Fund.

The fund is used to pay unemployment insurance benefits. Employers pay into the fund through a tax formula on the payroll of each worker. The statutory formula adjusts employer tax

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Private sector urged to provide input on possible education system reforms

By Brice Wallace
The Enterprise

A Salt Lake Chamber official and a legislative task force chairman are calling for businesses to provide more input into possible changes to the state's education system.

During a meeting of the Economic Development Task Force, Natalie Gochnour, the chamber's executive vice president and chief economist, said the business community needs to let the task force know what it needs, especially when it comes to improving education and ultimately Utah's workforce. The chamber is involved in the busi-

ness-led "Prosperity 2020" movement, which has a goal of boosting education as a way to have better-prepared workers in Utah in the future.

"I believe that the biggest impediment to educational progress in the state is not class sizes, it's not funding, it's not tuition increases, it's not philosophy majors, it's not tenure," Gochnour said. "I think the biggest impediment to educational progress is a fragmented business community. And I think if the business community unified and brought to you a unified message about what it would take to support this great

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Shula's 347 Grill to open this year at WVC's Embassy Suites



A Shula's 347 Grill, shown here at another location, will be part of the Fairbourne Station development in West Valley City.

By Brice Wallace
The Enterprise

A restaurant chain named after a legendary pro football coach will try again to score in the Salt Lake Valley.

Shula's Steak Houses LLLP — named for Baltimore Colts and Miami Dolphins coach Don Shula — will open a Shula's 347 Grill later this year at 3524 S. Market St., West Valley City, as part of the Embassy Suites Hotel

currently under construction. A Shula's Steak House opened at the former Wyndham Hotel in downtown Salt Lake City prior to the 2002 Olympic Winter Games but closed in 2004.

The Shula's 347 Grill, named after Shula's win total, will be the 35th restaurant for the chain, which has about a dozen 347 Grills among its six restaurant concepts. The restaurant and hotel

see SHULA'S page 4



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TRUST FUND

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rates largely on employers' benefit costs but there are other factors, and each employer pays a "social cost" element.

SB129, passed earlier this year, cut the maximum unemployment insurance contribution rate for an employer from 9 percent plus the social contribution rate to 7 percent plus that rate. It also capped the social contribution rate for employers at 0.4 percent. Both are in place for 2012 only. The max rate effectively fell from 9.5 percent to 7.4 percent, and some employers saw a drop of \$500 per employee, Starks said.

But without legislative action,

the social costs component — the minimum rate — will revert to 0.5 percent. If kept at 0.4 percent, it would save employers up to about \$30 per employee per year. "It would be about a \$21 million tax cut for employers," Starks told the committee.

Starks said his department will decide on what to recommend by the committee's November meeting. "The department sees some potential with the trends right now to provide some additional tax relief to Utah employers in calendar year 2013," he said.

About 63 percent of the state's employers pay the minimum rate, and almost 82 percent have rates of 2 percent or lower, he said. Only 5 percent, mostly in the construction industry, pay highest

rate.

Fund statutes are designed to create "a nest egg for harder times," Starks said. The trust fund is at \$485 million, up about \$120 million from a year earlier. It has been as low as \$253 million in March 2011 and as high as \$855 million in August 2008. "The trends look positive for the next four fiscal years," Starks said.

For calendar year 2012, the department expects fund revenues to be 8 percent higher than 2011 revenues.

What's more, the U.S. Department of Labor rated Utah's fund as the 10th healthiest in the U.S. The fund has benefited from a "leveling effect" of an approximately 6 percent unemployment rate the past few months, and

Utah's average benefit duration of 14.4 weeks is the 49th lowest in the country, "which is very positive for the trust fund and helps it stay healthy," Starks said.

Starks said the state needs to protect the fund from becoming insolvent. So far, 34 states have seen insolvency, forced to borrow a total of \$46 million, an action Utah has avoided.

But the committee's co-chairman, Rep. Jim Bird, R-West Jordan, wondered if Utah's fund is a little too healthy. "Can you tell me ... why do we need that much money if we're coming out of a recession? ..."

"It appears to me that we're taking money from employers that we don't need to take", he said. "It appears this money that we're tak-

ing from employers can be reinvested in their businesses and hire more folks and therefore generate more sales tax, which helps the state."

At the end of the meeting, Bird reiterated that stance. "As a chairman of this committee, I would hope that you would work with whoever you need to work with to lower that rate. I struggle with this concept, and maybe I just don't understand it ... but when you come back in November, that would be my hope, that somehow you'd be able to say, 'You know, we lowered it last session; I think we can lower it again,'" he said. "Even if it's just tweaked a little, I think it would help me and several members of this committee."

TASK FORCE

from page 1

economy in terms of your No. 1 job in state government — and that is public and higher education — I believe we could have our cake."

Rep. Brad R. Wilson, R-Kaysville and co-chairman of the task force, echoed that sentiment.

"I think [that] absent information from the business community, we leave education and policymakers guessing what the needs are of the business community, so your efforts to kind of bridge that gap are going to be critical for us," Wilson told Gochnour.

The task force, consisting of

legislators, business leaders and others, was created by HB28 earlier this year. It is looking at issues affecting Utah business development and how air quality affects economic development efforts in the state. It will have an interim report in November and a final report a year later. Much of the group's August meeting focused on education.

"There is no scenario where we succeed in the global economy without having a very well-funded, innovative education system in our state," Gochnour said.

Darin Mellott, senior research analyst at CBRE's Global Research and Consulting Division, said locations with highly skilled workers will be able to attract companies, thus resulting in the

need to develop Utah's workforce. Businesses can help in several ways, he said, including forging partnerships with education.

"First, curriculum can be optimized to meet the real-world needs of the end user — businesses," he said. "Second, many times companies fund projects for research, allowing stressed budgets for research to go further. And the third thing that happens is students gain valuable work experience and gain a network in the professional world. In short, the outcomes after graduation are better for both students and employers, and that's a very powerful dynamic. Employers should be willing partners in such ventures."

"The main message that I want to convey is, if you look

at this dynamic of the shortage of skilled workers, places that provide a solid, reliable, well-educated workforce — which traditionally we've been known for, but there is evidence that is slipping — places that can provide a workforce of that nature will win almost by default."

Rep. Bradley G. Last, R-Hurricane, said Utah's youth needs to be inspired to pursue education that ultimately leads to good jobs.

"The way we're going to have great educational achievement in the state is to inspire the youth of Utah. ... I think that as far as the business community, that's another thing that maybe you could think about, is not just tell the universities what

it is that you need, but work with the universities, work with public education to help inspire the kids to want to do the things that you need them to do," Last said. "And I don't know what the answer to that is, but I think we could work together on that as well."

Wilson said the task force's meetings in September and perhaps October will focus on air quality issues. Several speakers at the August meeting discussed how it affects economic development. Gochnour described the poor air quality as "a bruise on our beautiful valley right now" and something that needs bold action to address.

"It's not something that we can just talk about. ... It requires something big to actually change," she said. "People have to change behavior and I think until this state reconciles the fact that it actually requires a huge commitment, we'll just continue to talk about it and affect it at the margin."

Oops...

Last week's Small Business Spotlight about Ogden-based Total Fitness Inc. contained inaccurate information about the amount of money the firm's operators spent each time the company was expanded. The correct amount is between \$200,000 and \$400,000.



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• Industry Briefs •

BANKING

• **U.S. Bank** in Southern Utah has named **Veronica Nelson** as district administrative assistant. She works at the U.S. Bank office at 170 S. Main St., Salt Lake City. Nelson is responsible for providing a variety of administrative and staff support services for in-store branches in southern Utah. She has been with U.S. Bank since 2007, most recently as the teller coordinator in Layton.

COMMUNICATIONS

• **AT&T** reported that it invested nearly \$25 million in its Utah wireless and wired networks in the first half of 2012. Network upgrades include activation of new cell sites or towers to improve network coverage, deploying faster connections to enable 4G speeds, and adding spectrum capacity to support additional traffic. AT&T's 4G network covers 275 million people.



CONSTRUCTION

• **David R. Dunn** of **Dunn Associates Inc.** has passed the 16-hour Structural Engineering exam. He received his B.S. in civil engineering from the University of Utah in 2005 and joined Dunn Associates in 2005. His portfo-

lio includes a number of large complicated projects with multiple design firms in collaboration, most recently the Utah Museum of Natural History. Also, **Darren G. Dickson** has joined **Dunn Associates** as an engineer in training. Dickson received his B.S. in civil and environmental engineering from the University of Utah in 2011. He is currently working on his M.S. in structural engineering from the U. **Thomas E. Mathews Jr.** has joined **Dunn Associates** as a professional structural engineer. He received his B.S. in civil and environmental engineering from the University of Utah in 2007 and became a professional engineer in 2011.

• **Trevor Spencer** has joined **Envision Engineering**, Salt Lake City, as project manager. Spencer has more than five years of experience in electrical engineering and lighting design for educational facilities and municipal projects. He has a Bachelor of Science degree in electrical engineering from the University of Utah and is a licensed professional engineer. He is also a LEED Accredited Professional BD+C by the U.S. Green Building Council and has expertise in designing energy-efficient electrical systems for commercial buildings. He will be working closely with senior project manager **Chris Kobayashi** to assist in the design of the electrical distribution upgrade project currently under way at the University of Utah.

EDUCATION/TRAINING

• The **Utah Women and Education Initiative (UWEI)** has been established as a way to increase the number of women in Utah receiving higher education degrees and certificates. Its director is **Mary Ann Holladay** and its senior advisor is **Susan R. Madsen**. Housed at the offices

of the Commissioner of Higher Education, it is an outgrowth of the **Utah Women's College Task Force (UWCTF)** convened by Gov. Gary Herbert in 2011 to make recommendations that would lead to a higher number of women attending college and completing post-secondary degrees in Utah. Its website is www.utahwom-enandeducation.org.

ENVIRONMENT

• **James Holtkamp**, a Utah attorney with the law firm **Holland & Hart**, has been elected as a Fellow of the **American College of Environmental Lawyers**. Fewer than 200 attorneys in the nation are Fellows. One of only two current Utah Fellows of the organization, Holtkamp has more than 35 years of experience that includes involvement in climate change issues, such as avoided deforestation sequestration in Central America; carbon credit trading in the United States, Canada, Latin America, and Europe; corporate climate change policies in the energy sector; and development of governmental climate change programs. He represents clients on environmental, natural resources and energy project development issues throughout the world. He was recently named one of the first senior fellows of the Wallace Stegner Center at the University of Utah.

HEALTH CARE

• The **John A. Moran Eye Center**, Salt Lake City, has purchased a state-of-the-art eye surgery simulator to help enhance education and training programs. The hands-on, virtual reality EYESi simulator will enhance the opportunities of ophthalmology residents to acquire specific surgical skills prior to caring for patients in a clinic setting. The purchase came through a donation

from the family of the late **Dr. Paul Zimmerman**, former ophthalmologist and educator at the Moran Eye Center, and dozens of donors who contributed additional funds, including the Utah Lions Eye Bank. An event on Sept. 18 at 6 p.m. at the center will honor the donors.



MANUFACTURING

• **Mark Baily** has been hired as senior account manager for **Horn**, a California-based distributor, supplier, marketer and manufacturer of special ingredients, raw materials and chemicals. Baily will serve Horn's Industrial Division, working out of corporate headquarters in La Mirada, Calif., and supporting customers in Utah and California focused on advanced composites, elastomers, adhesives and other industries. Baily's career spans more than 30 years in the chemical and advanced composites/aerospace industries. Most recently, he supported growth of Polystar's amine epoxy curing agent and epoxy diluent business in the West Coast, where he was the western regional sales manager.

• Nominations are being accepted until Oct. 1 for the **Utah Manufacturers Association** "Manufacturer of the Year - 2012" awards, which will honor top manufacturers in several categories according to their number of employees. The ranges of company sizes and categories are one to 50 employees, 51 to 200 employees, and 201 or more employees. Criteria include operational performance and best practices, economic achievement, workplace safety, community and state involvement and public outreach, and fidelity to the principles of free enterprise. Nominations can be submitted by any person or group. Each nomination should include information deemed pertinent to qualify the company for such an award. All nominations must be submitted to the association office prior to Oct. 1. A committee of association members makes the selection of qualified companies. Winners will

be recognized at the association's annual banquet in November, and an executive of the companies being honored must be present at the banquet to accept the awards.

MINING

• The **Holcim Devil's Slide facility** near Morgan is participating in a year-long community service initiative as part of the centennial anniversary of the parent company, **Holcim Ltd.** Holcim manufactures and supplies cement and mineral components. The company is marking its 100th anniversary by participating in **Together for Communities**, in which employees lead local volunteer projects. In July, the Devil's Slide facility sponsored the second annual Morgan Marathon. More than 800 runners competed in the marathon, half-marathon and a 5K race. Over the year, employees have led beautification projects at Henefer Cemetery, where they installed a bowery and planted trees, and Croydon Park, where they replaced playground equipment and upgraded the park's landscaping. The facility has also participated in the Morgan Splash Pad and Coalville Rail Trail Access projects and various United Way initiatives.



NONPROFIT

• **TAB Bank**, based in Ogden, is again the title sponsor at the annual Ogden Rescue Mission Charity Golf Tournament, set for Sept. 7 at the Wolf Creek golf course in Eden. TAB Bank has been a sponsor every year of the tournament, which began in 2001, and a title sponsor since 2005. To date, the event has raised \$197,325 for the Ogden Rescue Mission. The bank's sponsorship is through a grant of \$10,000 and it has provided goodie bag items for tournament participants.

• The **Ugly Sweater Party**, the annual fundraising event for the nonprofit organization **Utah Heritage Foundation (UHF)**, will take place Sept. 21 at **Snowbird**.
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The event celebrates the concepts of Snowbird's original master plan and design to build a larger-scale structure of modern design while concentrating development on a few acres. The event begins with cocktails and silent auction at 6 p.m. in the Cliff Lodge, with dinner and live auction following. Cost is \$125 per person and reservations can be made at www.utah-heritagefoundation.org. On Sept. 22, **Salt Lake Modern** will host a tour of Snowbird with architect **Ray Kingston** for \$10.

REAL ESTATE

• **FL Smidth** will occupy temporary space in the form of a lease of 40,000 square feet of office space while it awaits construction of a new, permanent location. The temporary office is at the Bridge Building, 5295 S. Commerce Drive. FL Smidth increased the lease space amount through several transactions, the most recent being completed Aug. 13. Commercial real estate brokerage NAI West, through office specialists Jake Davis and Aaron Jones, represented FL Smidth in the transactions. The landlord was represented by Dale Nelson with Bridge Building Property Management.

RETAIL

• **Honda Murray** recently had a grand opening and ribbon-cutting celebration at its new facility at 5808 S. State St. It is the third in a series of four **Larry H. Miller Automotive Group** of Companies dealerships to be

place in new facilities spanning from 5500 to 5800 State Street. Total project completion is set for early 2013 and totals \$100 million. The Miller Group and **American Honda Motor Co.** worked together to design the store, which opened in March. The location is the first Honda Image 3 design in the country to be constructed from the ground up. The dealership's general manager, **Scott Harding**, has been with the Miller Group for 18 years, including serving as general manager of Larry H. Miller Ford Salt Lake City and operations manager for Larry H. Miller Management. Harding is currently serves on the Utah Vehicle Review Committee and is the former chairman of the board for the Murray Auto Row Dealer's Association and Wasatch Front Ford Advertising Committee. The Miller Group employs approximately 4,000 people in its automotive operations in Utah with more than 500 working at its four Murray dealership locations. It purchased Larry H. Miller Honda Murray in 1992.

SERVICES

• **Massage Envy**, a massage therapy provider based in Scottsdale, Ariz., has opened a new concept in Utah, **Massage Envy Spa**, at 1068 S. 750 E. in the Village at University Mall, Orem. In addition to offering customized therapeutic massages, the spa will provide exclusive Healthy Skin facials featuring Murad skin care products. Its grand opening, with a ribbon-cutting ceremony, will take place Sept. 6 at 11:30 a.m.

Grand opening activities will continue into the evening on Sept. 7 with free massages, refreshments, prizes and giveaways. On Sept. 19, it will host **Healing Hands for Arthritis**, where \$10 from every one-hour massage and facial session will be donated to the Arthritis Foundation (appointments are being accepted on a first-come basis). The 3,200 square foot spa has 12 therapy rooms, two of which are for couples, and will be open to customers from 8 a.m. to 10 p.m. Monday through Saturday and 10 a.m. to 6 p.m. Sunday. Founded in 2002, **Massage Envy** has nearly 800 locations in 45 states.

• **Auto Body Extras**, Provo, has launched a new website, www.autobodyextras.com, with auto body parts and auto body parts OEM painting services. Many parts are available online at 40 to 70 percent off dealer prices, the company said. The company was established in 2005.

TECHNOLOGY/ LIFE SCIENCES

• **Verizon Wireless** is offering workshops in the Salt Lake City area through September focusing on multiple devices and a variety of topics. All will take place from 8 to 9 a.m. Registration can be completed at www.verizonwireless.com/workshops. The "Android Getting Started" work-

shop will take place Sept. 12 at 2917 Glen Eagle Drive, West Valley City; 7203 Plaza Center Drive, West Jordan; 1006 Fort Union Blvd., Midvale; Sept. 15 at 2274 S. 1300 E., Salt Lake City; and Sept. 19 at 2274 S. 1300 E., Salt Lake City. The "Apple iPhone 4S" workshop is set for Sept. 5 at 1006 Fort Union Blvd., Midvale; 7203 Plaza Center Drive, West Jordan; and 2274 S. 1300 E.; Sept. 19 at 2917 Glen Eagle Drive, West Valley City; 7203 Plaza Center Drive, West Jordan; and 1006 Fort Union Blvd., Midvale; and Sept. 22 at 2274 S. 1300 E., Salt Lake City.

• **Data Systems International**, a privately held Salt Lake City-based software company, has changed its name to **ClientTrack Inc.** The company has been known for its web-based software called ClientTrack. There is no change to the company's leadership team, the physical location of the company headquarters, or in the products and services that the company provides. The company was founded in 1983. Originally working with county government agencies in California that were in need of software systems and support in the mid 1980s, ClientTrack has expanded its service and support to human service organizations and local government agencies across North America.

• **AccessData**, a Lindon-based provider of digital inves-

tigations and litigation support software, has hired **Chad Gailey** as vice president of U.S. channel sales. Gailey will be responsible for all U.S. partner operations, including resellers, integrators and technology alliances in commercial and public-sector markets. Gailey has more than 15 years of channel and alliance experience in the technology industry, most recently as alliances director at CA Technologies.

TRANSPORTATION

• **C.R. England - Global Transportation**, Salt Lake City, nominated three of its top drivers - **Annette Dellinger**, **Jacob Chesley** and **Michael Jacobs** - for Randall-Reilly and Truckload Carriers Association's Trucking's Top Rookie of the Year. Dellinger was one of ten finalists chosen. C.R. England sent her and her family to Dallas for the Great American Trucking Show. While not awarded the grand prize, Dellinger was awarded a cash prize of \$1,000 and a prize package. Dellinger graduated from C.R. England Premier Truck Driving School in October 2011. She is a second-generation truck driver, following in her father's footsteps and drives team with her husband. Also nominated were Chesley, who graduated in November 2011, and Jacobs, a graduate in March 2012.

SHULA'S

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are part of Fairbourne Station, a 40-acre, mixed-use development with retail space, office space, residential space and the Embassy Suites Hotel on 40 acres. Fairbourne Station is being developed by West Valley Lodging Initiatives, which will be the 347 Grill franchisee.

"We are really excited to be partnering with the group that is building and will run the Embassy Suites and we're excited about what's going on with West Valley City," said Dave Shula, president of Shula's Steak Houses LLLP and a former NFL head coach with the Cincinnati Bengals.

"I went out there myself and spent a couple of days. I met with folks at the city and was very impressed with the concept of creating a downtown and saw progress being made and the plans for when it's all said and done, which will be years from now. With the current business climate out there, the success the outparcels have had outside the [Valley Fair] Mall, with the IMAX theater opening up and the arena where the hockey team plays and the theater next to the arena, it's a vibrant area that's really reinventing itself. We're excited about the opportunity to be a part of it."

When the restaurant and hotel

open on Dec. 12 (Shula notes it's easy to remember "12-12-12"), visitors will find a 3,500 square foot restaurant on the hotel's first floor. Employing about 40 people and with space to accommodate 160 diners, the Shula's 347 Grill will have a full-service liquor license and an "upscale yet casual atmosphere," Shula said. Highlights include wood floors and tabletops, a granite-top bar, a patio area with a fire pit and three private dining rooms to accommodate private parties, social gatherings and business meetings.

The restaurant will be perfectly situated for people visiting Valley Fair Mall and other attractions, residents in the area, people working at corporate office parks and other nearby developments, and people staying at the 162-room Embassy Suites Hotel, Shula said.

"The opportunity arose from the folks building the hotel," Shula said. "They wanted to have a destination restaurant in the same building. ... Our target generally will be the young adults and professionals during the week and couples and families on the weekend. We'll have a diversified menu to accommodate all those folks."

The menu will feature "Shula Cut Steaks" (Angus beef, choice grade, aged and center-cut), appetizers, small plate offerings, salads, sandwiches, burgers, fresh sea-

food, chicken ravioli and jumbo lump crab cakes and desserts.

Shula said the 347 Grill will be "more accessible" than the Shula's Steak House that was in Salt Lake City. But that's only one reason he expects the 347 Grill to have a better fate than its predecessor.

"That hotel was in the process of being sold and they did very little marketing, and it didn't lend itself for us to have a great opportunity to be successful," he said. "Also, the liquor laws made it more challenging back then for restaurants in general to succeed. Those laws have changed, and we're cognizant of that. And in researching West Valley City, it was really intriguing to find a metropolitan area with a budget surplus and a city willing to make the investment they have to create a downtown and be supportive of the project."

Shula's Steak Houses LLLP, based in Fort Lauderdale, Fla., debuted its high-end steak house concept in 1989 in Florida. Among its other concepts are Shula's 2 Steak & Sports, Shula's Bar and Grill (found at airports) and Shula Burger. The Shula's 347 Grill concept began in 2004. The nearest 347 Grill to West Valley City is in Virginia— similar to the Salt Lake City Shula's Steak House, which was the first such restaurant west of the Mississippi River.

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• Calendar •

• Sept. 4, 9-10 a.m.: **"Secrets to Completing Your To-Do Lists" Webinar**, presented by Webinar Masters of North Salt Lake. Julie Edison, a consultant doing business as Modern Elixir, will discuss several time management techniques that can be applied throughout entire organizations. Cost is \$49. Details are at <http://webinar-masters.com>.

• Sept. 7, 8 a.m.: **Sixth annual "What's In Out Back" Economic Summit**, hosted by the Heber Valley Economic Development office. Event will include two keynote speakers, three breakout sessions and a marketing competition in which small businesses will present marketing plans before a panel of judges. Local business officials will discuss strategies for business growth and development, marketing tactics and increasing profits and to learn from industry leaders across a range of topics, including entrepreneurship, business financing and marketing. Keynote speakers will be Alan E. Hall, managing director and founder of Mercato Partners and former chief executive officer of MarketStar Corp., and Alex Lawrence, Weber State University's vice provost for research and innovation. Location is the Zermatt Resort in Midway. Following the summit will be a four-person scramble golf tournament at the newly updated

Crater Springs golf course at the Homestead Resort. Cost is \$50 for the summit only, \$65 for the summit and tournament, or \$260 for both events for four people. Details and registration are at www.gohebertvalley.com/economicsummit or by calling (435) 654-3666.

• Sept. 7, 7:30 a.m.-5 p.m.: **Seventh annual Southern Utah Building Industry Conference**, presented by the Southern Utah Home Builders Association (SUHBA). This year's theme is "Sharpen Your Skills." Event features 14 seminars covering green building, marketing, construction law, job site safety and more. Keynote address, "Build a Bold Business," will be presented by Jeremiah Wilson, president and founder of ContactPoint and author of "Jump: Life Beyond Mediocre." Troy and Kelly Erickson of Erickson Intelligent Business Solutions will present "Surviving or Thriving — It's Up to You" for the general luncheon session. Up to eight continuing education units are available. Location is the Dixie Center, St. George. SUHBA members may receive a \$50 scholarship reimbursement provided by the SUHBA Scholarship Fund (available for the first 50 SUHBA companies registered). Custom Fit is offering a \$70 reimbursement for registrants who work and live in Washington County.

Registration and additional details are at www.buildingconference.com, by calling (435) 674-1400 or e-mailing kathy@suhba.com.

• Sept. 10, 8:30 a.m.-4:30 p.m.: **"Protecting Your Intellectual Property Rights in the U.S. and Abroad,"** presented by the U.S. Commercial Service Utah Export Assistance Center. Trade experts and intellectual property staff attorneys from the Department of Commerce's, International Trade Administration and the U.S. Patent and Trademark Office will be in Utah conducting a one-day conference on how companies and individuals can protect and enforce their intellectual property in the global marketplace. The program will include practical strategies for protecting and enforcing your company's intellectual property when exporting to foreign markets, and speakers will provide advice for avoiding common pitfalls. Participants will have the chance to discuss export related questions involving patents, trade secrets, trademarks, copyrights and Internet domain names. Location is the Karen Gail Miller Conference Center at Salt Lake Community College, 9750 S. 300 W., Sandy. Cost is \$45 and includes lunch. Register with Dave Fiscus in the US&FCS Utah office at (801) 255-1873 or david.fiscus@trade.gov.

• Sept. 11, 3-5 p.m.:

"Technology Commercialization" life science workshop, presented by the Utah Technology Council. Bryan Ritchie from the University of Utah's Technology Commercialization Office will discuss the role and importance of commercial-sponsored research and the decision-making process behind whether to license new technologies to established companies in the community or to fund university-based startup companies. Location to be determined. Details are available at www.utahtech.org or (801) 568-3500.

• Sept. 13, 11:30 a.m.: **Building Owners and Managers Association (BOMA Utah) meeting**, featuring guest speaker Utah Attorney General Mark Shurtleff. Location is Salt Lake Marriott Downtown at City Creek, Salt Lake City. Free for BOMA members, \$45 for nonmembers and guests. One hour of continuing education unit credit pending approval. Registration can be completed at www.BOMAUtah.org.

• Sept. 15, 9 a.m.-1 p.m.: **10th annual Utah Manufacturers Association Forklift Rodeo**. Companies are encouraged to enter their best forklift drivers to compete against others from throughout the state. Drivers will compete in four events, with each emphasizing safety, driving ability

and accuracy on courses featuring an obstacle course, loading and unloading a trailer, stacking and shelving pallets, and a safety inspection of the equipment. Winners get \$500 for first place, \$300 for second place and \$200 for third place, and a traveling trophy will be awarded to the winning operator's company to display for a year. Forklifts will be provided by Arnold Machinery Co., Salt Lake City. Registration begins at 8:30 a.m. Location is USANA Health Sciences, 3838 W. Parkway Blvd., Salt Lake City. Registration is \$35. Registration can be completed at http://www.umaweb.org/custom_forms/uma_forklift_rodeo_reg.php. Details and sponsorship and advertising opportunities are available by contacting Teresa Thomas at (801) 363-3885 or teresa@umaweb.org.

• Sept. 18, 11 a.m.-2 p.m.: **"Be Ready Utah – 12 Point Program for Business Continuity,"** hosted by the Building Owners and Managers Association (BOMA Utah). Location is 3 Triad, 4th floor (BYU Center), 345 W. North Temple, Salt Lake City. Free for BOMA members, \$20 for nonmembers and guests. Three hours of continuing education unit credit approved. Registration can be completed at www.BOMAUtah.org.

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Scott Scharman

District Operations Manager, Vice President, U.S. Bank

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820 Empire Ave. Park City

~~\$1,295,000~~ **\$1,195,000**

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

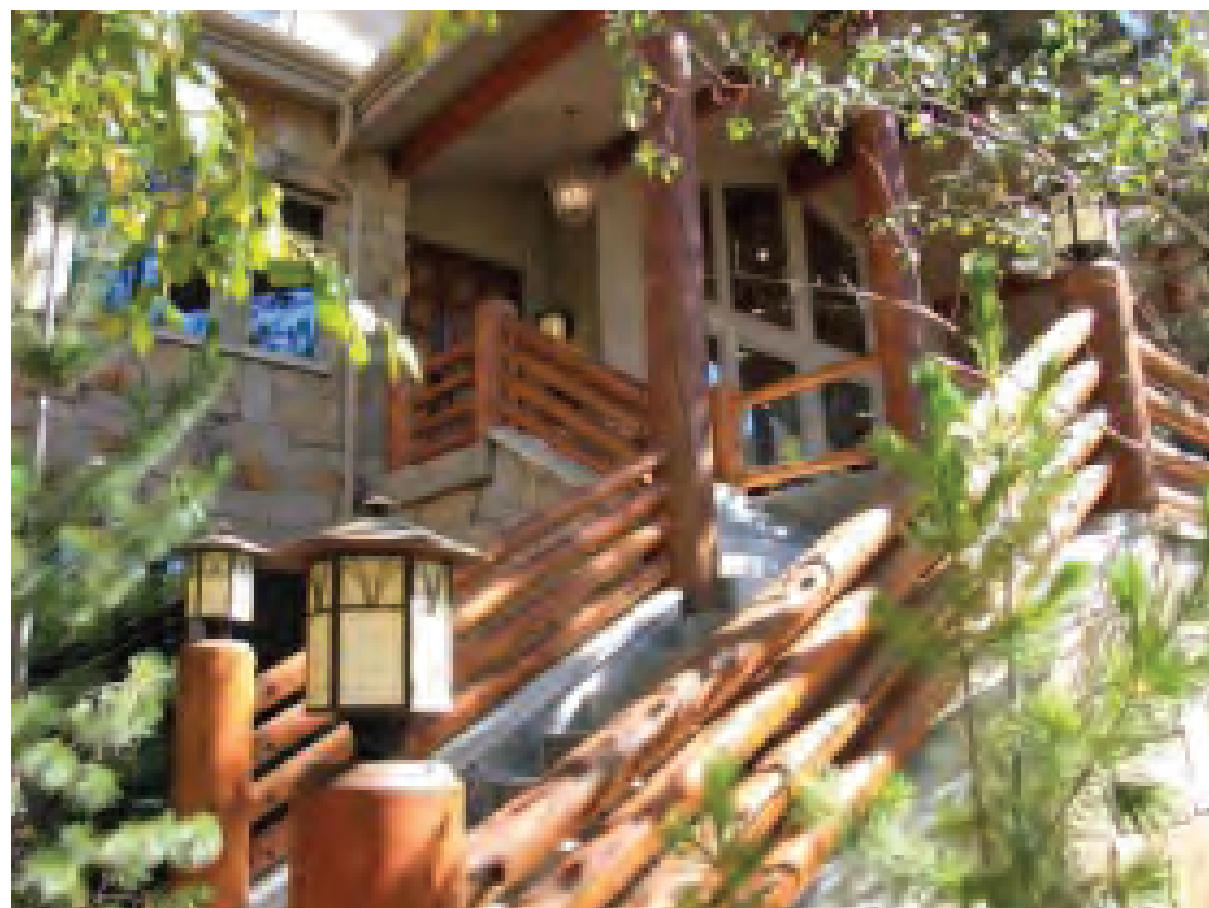


Exclusive opportunity to preview this amazing Old Town home. This home boasts a 5 star rating by vacationers from around the world. It is over 90% booked for the season and for that reason, difficult at times to show. Please take advantage of this rare Open House opportunity. Priced to SELL, this beautiful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

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\$2,399,000

Approx Sq Ft:	8818	Den:	1
Bed Rooms:	7	Living Room:	1
Bath Rooms:	6	Laundry:	1
Family Rooms:	3	Fireplace:	4



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Creating an internal sales mastermind to boost profit

Calls not getting returned?
Prospects telling you your price is too high?

Prospective customers asking for three bids?

Unable to get to the real decision maker?

Do you think you're the ONLY salesperson facing these issues? Come on, really now?! My bet is every one of your colleagues has exactly the same issues. So, eh, why are they reoccurring?

Why aren't your calls getting returned? Why is your price continuing to be too high? Why are you having major blockage to get to the decision maker? Huh? Why?

Another bet: there are a few people on your team who are able to get through. There are a few people on your team that are able to get their price. But in spite of that or them, you go out every day banging your head against the wall and the world, trying to make your sales and your quota.

Here's how to have a better, easier, more fun, more productive, less frustrating (sound good so far?), more bountiful, and more profitable sales life: Create an internal sales mastermind.

One of the most powerful principles Napoleon Hill wrote about in "Think and Grow Rich is the Ninth Step: Power of the Master Mind." He defines mastermind as a "Coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose."

In other words – people working together in harmony to get to "best answer" or "best response." In your case: sales barriers or objections in common.

Take one objection at a time and have single subject meetings ...

• Everyone has two to five minutes to discuss their issues and whatever form of success they have had.

• Everyone takes notes.

• No one interrupts.

• Everyone has a chance to have two minutes to share their best idea based on their homework, their past experience, and what they've just learned.

• Everyone takes notes.

• No one interrupts.

• Each person in the group shares their personal opinion of what they believe will work best, either by what they're doing in the field, or what they have just learned.

• Everyone takes notes.

• No one interrupts.

• One or several answers and strategies are agreed upon, and all participants agree to try them — and RECORD them as they're being executed.

The next mastermind session (one week later) should begin with "what happened" in the past week ...

• Everyone has two to five minutes to discuss their application, what happened, and what form of success they have had.

• Everyone takes notes.
• No one interrupts.
• Everyone gives their refinements based on actual circumstances, applications and results.

• Final tweaks are offered and agreed upon.

• The entire sales force now has a set of answers they can use.

When applying new strategies in the field, or on the phone, do them a few times to get familiar. Depending on your situation, and who you're talking to, wording may be critical. Make certain your language is positive. Make certain all language is non-manipulative.

For example, if you're trying to find the decision maker and you ask, "Are you the decision maker?" it will breed inconsistent answers and half-truths. But if you ask: "How will the decision be made?" followed by asking, "Then what?" a few times, it will bring real results.

Pretty cool, huh?

If you wanna make certain to get the best results, follow these rules and guidelines:

MASTERMIND GROUND RULES:

• A mastermind is NOT a corporate meeting.

• A mastermind is not a politically correct meeting — it's wide open.

• A mastermind IS a real-world meeting designed to generate answers in less than 60 minutes — and those answers are to be taken out into the field, or delivered over the phone, the same day or sooner.

• A mastermind is all about what CAN BE DONE.

• If a member acts like a jackass, toss them IMMEDIATELY.

• Keeping the focus on ONE SUBJECT PER MEETING cannot be stressed enough.

• At least three consecutive meetings on each topic.

• Let the laughs flow; the answers and ideas will follow.

CHALLENGE: If you have guts, invite your CEO to attend your mastermind. He or she will not only be impressed, they will get to see how their paycheck is created.

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.

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Jeffrey Gitomer

The marketing wonder of Ryan

I can't exactly predict whether the Romney/Ryan ticket will win in November. Seems to me it will either be very close or a landslide for the GOP, where they win the White House and take control of both houses of Congress.

I can also see a scenario where Romney/Ryan wins the popular vote but Obama remains president on the Electoral College vote, which would ignite another round of debate about whether the college should be eliminated. That would be unfortunate.

I can't really see a way for an Obama landslide, unless there is a major mis-step or even scandal on the Republican side.

But I'm not a political prognosticator. I'm a marketing guru and analyst and this column is about why the Romney campaign has gotten such a big boost from the selection of Paul Ryan for vice president, and speculation about the staying power of this positive choice.

Here's the thing. ... Paul Ryan may be the only politician in America with enough respect for Americans to tell us the truth. And I think that resonates with us.

Now, I tend to be conservative, I'll admit that, so Ryan's budget proposal is generally to my liking. But it seems to me Democrat criticisms of the program aren't sticking very well to date and I doubt they will. And I believe that's because right, left and independents alike like the fact that the guy is straight-shooting with us.

Look, the country is in a mess and nobody on either side denies that. Certainly nobody with any level of intelligence. So we feel ready to have the national debate about what to do about it. And with Ryan, the battle lines are more clearly drawn than they have been at any time since the Reagan/Carter election of 1980. That's a long time.

On the surface, and initially, the Dems reveled in the pick. It played right into their hands. They could dust off the old commercial they brought out when Ryan first introduced his budget, where they depict "grandma" being thrown out of her wheelchair and over the cliff.

But from a marketing perspective, though this may have worked decades ago, it is far less effective now. Why? Because, frankly, it insults the intelligence of the average American, just as the hyperbolic charges that the right wants to cost us jobs, kill education of our children, have dirty air and water, and eliminate social safety nets.

For their part, up until now, the right hasn't done much better. The whole birth/citizenship argument and charging the president with being a communist don't resonate with the general public on either side, primarily because we mostly believe the charges aren't entirely relevant to the national debate that we simply MUST have as a nation.

The right is the right, the left is the left. the center is the center. Most thoughtful Americans want us to figure out responsible ways to get out of debt, create jobs, bring down the costs of health care and be able to take care of our aging population.

Ryan gets this point. ... WE WANT THE DISCUSSION.

And everybody respects him, because

he respects us enough to raise the issue, instead of run from it.

As a former television reporter, I've covered a lot of politics. I've listened to a lot of politicians. Mostly, quite frankly, they're all full of hot air. (I'd like to use stronger language but sometimes my children read this column.) Fact is, they take all kinds of time to answer any question about any and every topic and when they're finished, they haven't said a darn thing.

Romney has been guilty of that, until now at least, running a traditional campaign of saying nothing about his own positions, on which the opposition can pin him down, and talking mostly about the opposition and what's wrong with their side.

When he picked Paul Ryan, he picked a guy who had already taken the strong position, a guy who had already shown his cards. When he picked Ryan, he said, in effect, we're now ready to talk about who we are,

what we stand for, and specifically what we'll do. And we're willing to have the American people vote for us, or against us, on those merits and live with the results.

That's a level of respect for the voter that I haven't seen in my lifetime of nearly 60 years.

As I teach and coach marketing in classes and to associations and companies all over the country, I constantly am pounding away at my students that CREDIBILITY is everything in marketing and advertising. If you want people to buy from you, they have to believe you. You have to have integrity. If there is the slightest doubt about the truthfulness of your claims or your credentials, the answer will be no.

That's why negative ads work in politics. They cast doubt on the believability of "the other guy."

Trouble is, campaigns have become so negative, every campaign ad now casts doubt on both sides: the guy they're trying to discredit, and themselves for the nature and flavor of the effort.

We're tired of it. We correctly feel that it is condescending to us. We want somebody who will give us the straight scoop. Ryan does that.

And like Ross Perot, he's willing to take the time to explain the tougher issues to us. Unlike Perot, Ryan makes his arguments from the pinnacle of the party. He doesn't have to ask us to go a "third direction," which in Perot's case also had an inherent lack of credibility to it.

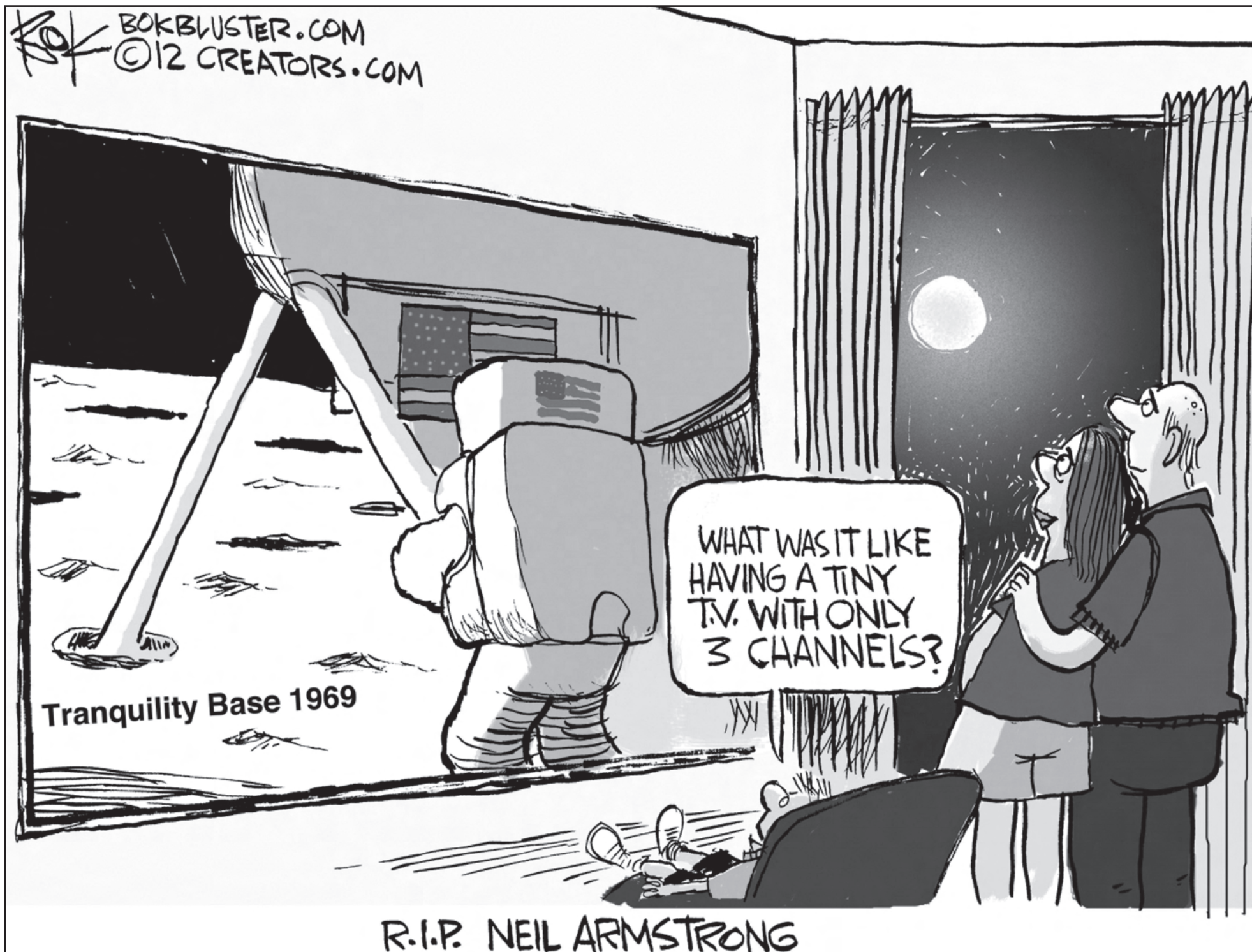
Now, if the Romney/Ryan ticket would just follow through and do some infomercials, I think that would put them over the top. Now that's marketing!

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. Subscribe to his VLOGS at www.YouTube.com/MarketingSpeakerJimA, where you get a video marketing tip of the day, and at www.YouTube.com/GoodBadnUglyAds, where Ackerman does a weekly ad critique and lets you do the same.

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Jim Ackerman



The wrong king of experience: Paul Ryan's big foreign policy credential

Defending himself against the perception that he has no significant foreign policy experience, Republican vice presidential candidate Paul Ryan has drawn fresh attention to one of the most controversial acts of the past decade: the Bush administration's decision to invade Iraq before U.N. weapons inspections were completed. Ryan now points to his vote for war as a token of his readiness to serve in the White House, but he is on the wrong side of both history and public opinion.

The Wisconsin congressman may come to regret his flippant response to Carl Cameron during a recent Saturday, when the Fox

News reporter asked how he would respond to critics who question his weak national security resume.

"I've been in Congress for a number of years," he said. "That's more experience than Barack Obama had when he came into office." Perhaps he should have stopped there, but instead blundered on, "I voted to send people to war."



Joe Conason

Does Ryan believe that voting for war constitutes foreign policy experience? If so, it is a kind of experience that reflects very poorly on him. Even he must realize that the underlying premise of the war, Saddam Hussein's alleged possession of weapons of mass destruc-

tion, quickly proved to be nothing more than a Bush administration hoax, along with the secondary claim that Saddam's regime had some connection with the 9/11 attacks.

After casting his party-line vote for a ruinous war because he accepted a faked argument, Ryan never spoke up against its continuation. He ratified every troop escalation and every supplemental appropriation.

Unlike the American people, who turned decisively against the war years ago, and have condemned it by large majorities as a waste of blood and treasure, he apparently still believes it was a swell idea. Concerned as he supposedly is about excessive federal spending, Ryan believes that the

Iraq misadventure was worth \$3 trillion it has cost so far (and presumably the lost and destroyed lives of Americans and Iraqis and all the dead, wounded, orphaned and traumatized, as well).

Except among the neoconservative advisers cocooned in the Romney campaign, such enthusiasm for the war is a very peculiar and distinctly minority perspective. Over the past few years, polls have shown between one-third and one-fifth of voters agreeing that the war was "worth the cost." Roughly two-thirds to three-fourths of the electorate rejects that assessment and supports President Obama's withdrawal of U.S. troops from Iraq. That lopsided margin is fair warning for any politician who stakes his reputation on the Iraq

War. What Ryan cites as his chief qualification to serve as commander in chief is a series of votes that represent the most fateful, expensive, inexcusable error in recent American history. For him to cite that vote to draw a contrast with President Obama, who got the Iraq issue right, is startling. It reveals something that Americans need to know before he gets any closer to executive power.

Joe Conason is the editor in chief of NationalMemo.com. To find out more about Joe Conason, visit the Creators Syndicate website at www.creators.com.

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Colleges & Universities	Oct 15	Copier, Printer, and Fax Dealers	Dec 10
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Group Benefits Companies	Oct 22	Commercial Real Estate Agents	TBD

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Entitlement and Reforms

For those of us who like to believe that human beings are rational, trying to explain what happens in politics can be a real challenge.

For example, that segment of the population that has the least to fear from a reform of Medicare or Social Security is the most fearful — namely, those already receiving Medicare or Social Security benefits.

It is understandable that people heavily dependent on these programs would fear losing their benefits, especially after a lifetime of paying into these programs. But nobody in his right mind has even proposed taking away the benefits of those who are already receiving them.

Yet opponents of reforming these programs have managed repeatedly to scare the daylight out of seniors with wild claims and television ads such as one showing someone — who looks

somewhat like Paul Ryan — pushing an elderly lady in a wheelchair toward a cliff and then dumping her over.

There are people who take seriously such statements as those by President Barack Obama that Republicans want to "end Medicare as we know it."

Let's stop and think, if only for the novelty of it. If you make any change in anything, you are ending it "as we know it." Does that mean that everything in the status quo should be considered to be set in concrete forever?

If there were not a single Republican, or none who got elected to any office, arithmetic would still end "Medicare as we know it," for the simple reason that the money in the till is not enough to keep paying for it. The same is true of Social Security.

The same has been true of welfare state programs in European countries that are currently strug-

gling with both financial crises and riots in the streets from people who feel betrayed by their governments. They have in fact been betrayed by their politicians, who have promised them things that there was not enough money to pay for. That is the basic problem in the United States as well.

We are not yet Greece, but we are not exempt from the same rules of arithmetic that eventually caught up with Greece. We just have a little more time. The only question is whether we will use that time to make politically difficult changes or whether we will just kick the can down the road, and keep pretending that "Medicare as we know it" would continue on indefinitely, if it were not for people who just want to be mean to the elderly.

In both Europe and America, there are many people who get angry at those who tell them the truth that the money is just not there to sustain huge welfare state programs indefinitely. But that anger might be better directed at

those who lied to them by promising them benefits that were inherently unsustainable.

Neither Social Security nor Medicare has ever had enough assets to cover its liabilities. Very simply, there has never been enough money put aside to do what the government promised to do.

These systems operate on what their advocates like to call a "pay as you go" basis. That is, the younger generation pays in money that is used to cover the cost of benefits for the older generation. This is the kind of financial pyramid scheme that got Charles Ponzi put in prison in the 1920s and got Bernie Madoff put in prison in our times.

A private annuity cannot play these financial games without its executives risking the fate of Ponzi and Madoff. That is why proposed Social Security and Medicare reforms would allow young people to put their money somewhere where the money they pay in would be put aside specifi-

cally for them, not used as at present to pay older people's pensions, with anything left over being used for whatever else politicians feel like spending the money on.

It is today's young people who are going to be left holding the bag when they reach retirement age and discover that all the money they paid in is long gone. It is today's young people who are going to be dumped over a cliff when they reach retirement age, if nothing is done to reform entitlements.

Yet the young seem not to be nearly as alarmed as the elderly, who have no real reason to fear. Try reconciling that with the belief that human beings are rational.

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



Thomas Sowell



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