

## OF NOTE



### Check the date

Utah households waste an average of \$854 worth of food each year because it has passed its expiration dates, according to a survey conducted by Klein Kitchen & Bath. That is 21 percent of their groceries that are thrown away, it said. People in South Carolina were most-wasteful, getting rid of \$1,304.68 worth of food each year. West Virginia residents were least-wasteful, tossing out only \$404.90 worth.

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It was no surprise to the head of Ski Utah that the state would be the choice of the U.S. Olympic Committee to be the country's candidate to host another Winter Olympic Games. Nathan Rafferty said a repeat performance in Salt Lake City would be a "no-brainer."

## Utah's ski chief to Newsmaker meet: 'We want Olympics back'

**Brice Wallace**

*The Enterprise*

Salt Lake City is the U.S. hope to host the 2030 Olympic Winter Games, but that's no surprise to Nathan Rafferty.

Speaking before the U.S. Olympic Committee (USOC) selected Salt Lake City for a possible 2030 bid, Rafferty, the president and CEO of Ski Utah, told a Salt Lake City crowd that Utah was ready.

"It's a no-brainer. We've got this great spot and we're ready to go," he said at the December Newsmaker Breakfast at the Kem C. Gardner Institute.

"We are kind of targeting '30, with '26

as a "hey, we're here if you want us," Rafferty added.

"Give us the Olympics next year," he said earlier in the breakfast discussion. "I mean, you could make it happen. ... There's a lot of polishing that needs to happen, some deferred maintenance that, you know, you want to get it right, so it's going to be nice to have a little bit of time. But we're in a landscape where there are Olympic cities that are backing out almost on a weekly basis, it seems like. We're the ones with our hand in the air ... It's a mandate, that the citizens of Utah are saying, 'We want the Olympics

see OLYMPICS page 18

## Housing costs just keep rising in northern Utah

The cost of having a place to live in Utah just continues to grow. In November, the Zions Bank Wasatch Front Consumer Price Index (CPI) recorded the largest month-to-month increase in housing costs since the bank began tracking consumer prices in 2010. The 0.7 percent housing cost hike was the major contributor to a 0.1 percent overall rise in consumers prices from October to November.

Utah's 5.2 percent year-over-year CPI rise is running well ahead of the national Consumer Price Index, which sits at 2.2 percent since November of last year.

In addition to rising housing prices, food-at-home prices also grew, as produce prices increased going into winter and as recent concerns for E. coli in romaine lettuce boosted demand for other produce.

Utility and transportation prices declined month over month. Utility prices dropped 3.5 percent in November due to scheduled seasonal decreases in water and gas rates. Transportation also dropped 0.4 percent in November, marking the fifth consecutive month that transportation rates have fallen.

The year-over-year increase in Utah housing and transportation costs continues a trend since August 2017 of both sectors seeing higher-than-average increases. Housing's year-over-year jump of 8.7 percent is also a record. Transportation increases have reversed in the last few months, but the

see CPI page 18

## Collective Health to establish SLC operational hub

Collective Health, a healthcare technology company, will expand into Utah and add hundreds of jobs through the creation of an operational hub in Salt Lake City.

The San Francisco-based company, which also has an engineering hub in Chicago, said it will confirm the location of the new Salt Lake City hub in early 2019.

During the December meeting of the Governor's Office of Economic Development (GOED) board, a presentation slide

from an Economic Development Corporation of Utah (EDC Utah) briefing indicated the project would result in 500 jobs.

Founded in 2013, Collective Health offers a "workforce health management system" that provides employers a platform to simultaneously manage their healthcare investment and take better care of their people, the company said. It combines health plan, concierge support, engagement hub and analytics into one system. Collective Health has

more than 200,000 members and 45 enterprise clients. It added more than 500 employees this year.

"Collective Health is very thoughtful about where it does business," the company told *The Enterprise* via email following its expansion announcement. "With headquarters in San Francisco and an engineer-

see COLLECTIVE page 19



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## New airport vendors represent mix of local, regional and national brands

The Salt Lake City International Airport has selected the retail, news and gift stores for the first phase of its redevelopment program opening in the fall of 2020.

Hudson Group, Paradies Lagergardere, Sweet Ventures, Inc. and XpresSpa — representing 29

stores — have been selected. The airport chose a mix of local, regional and national stores, including several brands new to airport: Coach, Frye, King's English, Hip & Humble and MAC. Several shops already in the airport will remain, including Dufry Duty Free, No Boundaries and Utah!.

In April, the Salt Lake City Department of Airports issued a request for proposals for retail, news and gift stores for the first phase of airport redevelopment program. The deadline was June 15. A selection committee consisting of senior-level airport staff and a community representative

reviewed the proposals to determine if the submissions met the minimum requirements before scheduling meetings with the top-ranked firms.

"Our team went through an extensive selection process to get the right combination of local, regional and national brands for those traveling through SLC," said Bill Wyatt, executive director of the Salt Lake City Department of Airports. "We are thrilled with the outcome, and I think our passengers will be excited with the combination of dynamic shops opening in 2020."

The airport will also implement street pricing in shops located in the new facilities, meaning passengers will pay the same price charged at the store locations outside of the airport.

The first phase of redeveloped airport will include a central terminal, the west end of two concourses and a parking garage. The first phase will be completed in the fall of 2020, with the second phase scheduled to be finished in late 2024 and will include the east end of the two concourses.

The current airport setup has

about 25,000 square feet of retail concession space. The redevelopment project will have 30,781 square feet in the first phase and 14,554 square feet in the second phase.

In Concourse A and terminal will be CNBC, Central Pointe Market, Coach, *Deseret News*, Dufry Duty Free, Frye, Hip & Humble, iStore, Johnston & Murphy, KSL-TV/King's English, Land Speed Depot, MAC, No Boundaries, Rocky Mountain Chocolate Factory, Something Silver, Tech on the Go/Wicked, Trip Advisor/King's English, Tumi, Visit Salt Lake and XpresSpa. Concourse B will have Liberty Park Market with Hip & Humble, InMotion, Maverik, *The Salt Lake Tribune*, Tumi, Utah! and XpresSpa. The pre-security area will have Hudson News and Maverik.

The airport handles more than 25 million passengers per year, making it the 25th-busiest airport in North America and 85th-busiest in the world. More than 325 flights depart daily to more than 97 nonstop destinations.



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## Big-D Construction acquires large Boise-based contractor

Big-D Construction, a major general contractor and construction management firm headquartered in Salt Lake City, has acquired McAlvain Cos. Inc. of Boise. McAlvain is a third-generation general contractor providing general construction services, design/build and construction management throughout the Northwest. It also operates a large structural concrete division. The acquisition is expected to close by the end of 2018.

McAlvain Cos. will continue to be headquartered in Boise, where it has operated for nearly 40 years. The company will continue with the same name and be locally managed. Torry McAlvain, whose father started the business in 1980, will continue as CEO and Chuck Graves will remain president.

"Everyone here at McAlvain is extremely excited about this important new phase in our company's history," said McAlvain. "We have strategically aligned ourselves with a company that is a perfect fit with our family culture and core values. It ensures that we will continue to build on the successes that our employees have provided for us and deliver new opportunities for both our self-performing and construction services divisions. Combining our strengths and aligning our resources with Big-D will reinforce best-

in-class customer services and accomplished construction project delivery teams. As we have done in the past, we will continue to strive to always exceed our client's expectations."

This transaction will allow McAlvain to better serve its customers by enabling the company to take on larger, more complex projects in Idaho and its neighboring states, Big-D said in a release.

"This acquisition is part of Big-D's vision to strengthen our company through alliances with premier builders and talented project teams in selected markets," said Jack Livingood, Big-D Construction chairman. "McAlvain has a storied history and is highly respected for its integrity, service to its customers and its ability to deliver the most challenging construction projects. We are excited to be a part of its future."

As one of the largest construction organizations in the country with annual revenues exceeding \$1.6 billion. Big-D's family of companies includes more than 1,300 employees. It was founded in Ogden in 1957 and in addition to its Salt Lake City headquarters, it has offices in Ogden; Lindon; Park City; Pleasanton, California; St. Paul, Minnesota; Jackson Hole, Wyoming; Las Vegas, Nevada; Bozeman, Montana; and Tempe, Arizona.

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## Conabee is port's interim director

The Utah Inland Port Authority Board took a major step earlier this month in getting its planned project off the ground. The board voted unanimously to hire Chris Conabee to be its interim executive director for the next six months at a salary of \$100,000. The board's contract with Conabee also calls for the possibility of a \$10,000 bonus at the end of the six-month term. Meanwhile, the group will continue its search for a permanent director.



Chris Conabee

Widely expected to be the largest economic project ever in Utah, the inland port was created by the state Legislature in its last

regular term. The board has been operating without staff since its creation four months ago. Some of its clerical needs have been filled by Salt Lake City staff.

Conabee, a Park City resident, is the former managing director of the Governor's Office of Economic Development and is chairman of the Point of the Mountain Development Commission.

"I think we all agree Chris is the right individual for the job," said Derek Miller, board chairman, noting Conabee's experience in the Point of the Mountain's development. Miller said he expects it to be another four to six months before someone permanent is hired, so the interim director will "carry us through" until that point.

## Merit buys Massachusetts firm

Merit Medical Systems Inc. of South Jordan, a manufacturer and marketer of primarily disposable medical devices, has acquired Vascular Insights LLC, based in Quincy, Massachusetts. Vascular Insights develops and markets catheter systems for the treatment of venous diseases.

The purchase price includes an immediate \$40 million cash payment and up to an additional \$20 million if certain sales targets are achieved. The deal will close as soon as regulatory requirements are met.

"We have had our eye on these products for some time," said Fred P. Lampropoulos, Merit's chairman and CEO. "These products complement our existing peripheral intervention sales platform, add to our capability to provide many existing Merit products, such as our micropuncture and vascular access products, and increase our ability to customize the entire procedure for our customers. Additionally, our global sales footprint allows for expansion of sales in previously underserved areas."

"We are excited to reach this agreement with Merit," said James (Chip) Draper, CEO of Vascular Insights. "This acquisition will allow (Vascular Insights product) ClariVein to reach more patients in more ways and in

more places with the commitment to treat venous disease."

"I am thrilled that Merit and ClariVein will bring transformative relief to millions of venous disease sufferers worldwide, especially those suffering from debilitating venous leg ulcers," said Dr. Michael Tal, inventor of the ClariVein systems and co-founder of Vascular Insights.

Parr Brown Gee & Loveless provided legal counsel to Merit. SunTrust Robinson Humphrey served as the financial advisor to Merit.

Founded in 1987, Merit Medical Systems is engaged in the development, manufacture and distribution of proprietary disposable medical devices used in interventional, diagnostic and therapeutic procedures, particularly in cardiology, radiology, oncology, critical care and endoscopy.

Merit employs approximately 5,600 people worldwide.

## Galbraith to head Orem's Mity Inc.

Mity Inc., an Orem-based manufacturer of highly durable banquet, meeting, event and dining furniture, including its flagship MityLite brand, has named Christopher Galbraith as president. For the past three years, Galbraith has been the chief operating officer at Mity.

"Christopher has demonstrated tremendous leadership qualities since joining the Mity executive team," said Bart deBie, managing director of Prospect Capital Corp., parent company of Mity. "We're confident he can lead this organization in a positive direction as we continue to grow

and serve our global markets."

In his role as COO, Galbraith oversaw the business operation of engineering, manufacturing, supply chain and quality improvement.

As president, he will manage all internal departments and guide their efforts to create meaningful products that deliver significant value for MITY customers, Mity said in a press statement.



Christopher Galbraith

"I plan to continue our focus on the customer by listening to their feedback, so we can deliver products that truly fit their needs," said Galbraith. "I have an interest in modernizing the organization to improve our processes in ways that benefit our customers while creating products that fit our brand objectives."

Before joining Mity, Galbraith was executive director of strategy for Sealed Air Corp., a Fortune 500 manufacturing operation. He holds a master's degree in business from Harvard Business School and a bachelor's degree from BYU-Idaho.



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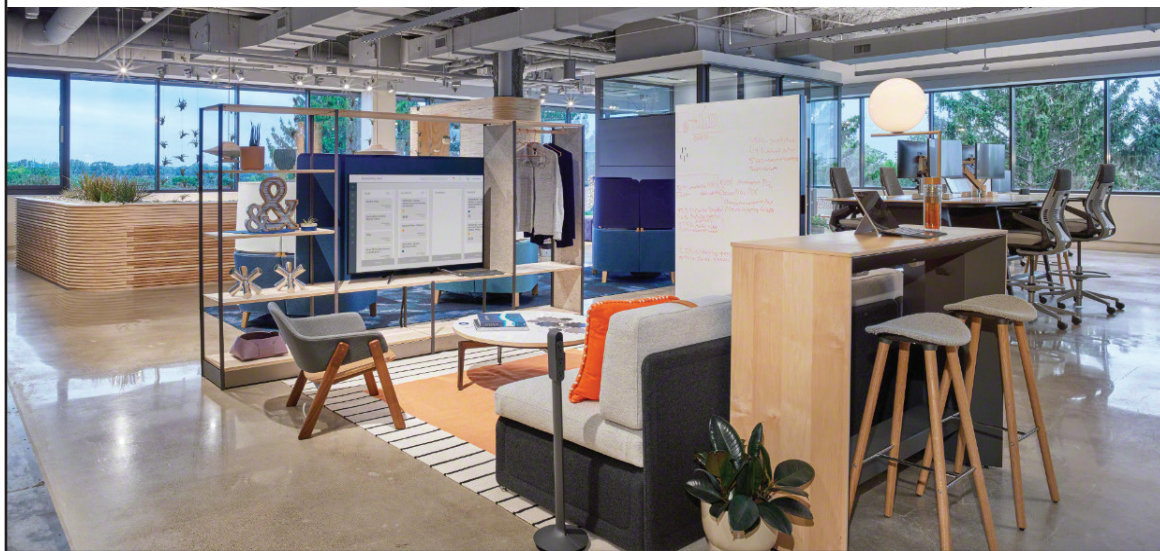




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## IT hiring outlook rosy

It's a good time to be looking for an information technology job in Utah, according to the 2019 Tech Hiring Report from Robert Half Technology.

In its survey of IT hiring managers, Robert Half found that 94 percent of local IT executives plan to hire during the first half of 2019 and 97 percent are confident in their company's plans for growth.

But IT managers also need qualified hires to keep their plans on track. They especially need skilled applicants in cybersecurity, cloud security, cloud computing, cloud architecture and blockchain, Robert Half pollsters found. Of those surveyed, 87 percent report challenges finding skilled IT talent. Other hard areas to fill are security, software development, applications development and da-

tabase management.

When asked about their priorities for 2019, IT execs listed maintaining the security of company systems, innovating and helping to grow the business and investing in new technologies.

"Hiring during the first half of the year is typically strong as many companies are looking to get a jump on projects," said Justin Rohatinsky, Salt Lake City branch manager for Robert Half Technology. "We have more companies moving to the area and they need professionals who can help them implement high-priority projects. A tight candidate pool means more companies are tapping into the specialized expertise of project professionals who are bringing great value for their organizations."

## CCIM tabs Hansen for its 2019 Excellence Awards Hall of Fame

The Utah Chapter of CCIM (Certified Commercial Investment Member) has announced that Dell Loy Hansen has been named its 2019 Excellence Awards Hall of Fame recipient. Held annually, the Excellence Awards program honors professionals within Utah's commercial real estate industry who exemplify the highest degree of business excellence, the organization said in a release. The event recognizes individuals in 14 specialties within the industry, the top award being induction into the Hall of Fame, which highlights an institution or individual that has had a dramatic and valuable impact on the Utah commercial real estate market.

The full list of award recipients will be announced at an event held at the Grand America Hotel on March 9. This year's event theme is "Growth for the Greater Good."

Hansen is the founder and chief executive officer of Wasatch Commercial Management Inc., a Wasatch Group company. Wasatch is a real estate development, construction, property management and guaranty capital company headquartered in Logan. Hansen founded the business in 1988 and has grown the organization to 900 employees, with holdings including over 16,000 apartments and commercial properties with assets totaling

\$4 billion. In addition, he is an owner in nearly a dozen venture companies located across Utah, Idaho and California. He is also the owner of the Real Salt Lake Major League Soccer team of which he bought majority ownership in 2013, as well as the Utah Royals FC National Women's Soccer League team.

Hansen is a self-proclaimed conservationist and philanthropist who is a major proponent of solar energy and has extended great efforts towards solidifying solar's significance in the marketplace, according to a release from CCIM. The group said he is focused on improving sustainability in whatever ways necessary for the benefit of society and future generations.

"Dell Loy is a pillar in the local community," said Ronda Landa, chair of the Utah CCIM Excellence Awards. "The investment and vision he has put into Utah, especially with the revitalization of downtown Salt Lake City, is phenomenal. He isn't afraid to take risks that he believes will pay off in the long run, or will benefit the community, and his determination has had a direct, positive impact on our local economy and culture. He's known as having a mind that works faster than the rest of ours, and it's this quick thinking that keeps him at the forefront of so many impactful initiatives. We are honored to present Dell Loy with this award."



## Career website Comparably cites Utah companies on annual lists

Several Utah companies are ranked or listed on various workplace-related lists released recently by compensation, culture and career monitoring website Comparably.

The rankings were derived from sentiment ratings provided by employees who anonymously rated their employers on Comparably.com during the past year. The final data set was compiled from nearly 10 million ratings across 50,000 U.S. companies on Comparably.com.

The listings include those for large companies (more than 500 employees) and small to mid-sized companies:

- Best Company Culture (large): No. 12 Qualtrics, Provo; No. 18 Workfront, Lehi; and No. 28 Overstock.com, Salt Lake City.
- Best Company Culture (small to mid-sized): No. 13 Dis-

ruptive Advertising Inc., Lindon; and No. 36 Divvy, Lehi.

- Best CEOs (large): No. 8 Alex Shootman, Workfront; and No. 24 Ryan Smith, Qualtrics, Provo.

- Best CEOs (small to mid-sized): No. 5 Gavan Thorpe, Boostability, Lehi; and No. 16 Blake Murray, Divvy.

- Best Companies for Women, an unranked list (large): Overstock.com, Qualtrics and Workfront.

- Best Companies for Women, an unranked list (small and mid-sized): Juniper Systems, Logan.

- Best Companies for Diversity, an unranked list (large): Overstock.com and Vivint Smart Home, Provo.

- Best CEOs for Women (large): No. 8 Alex Shootman, Workfront.

- Best CEOs for Women (small to mid-sized): No. 2 Gavan Thorpe, Boostability.

- Best CEOs for Diversity (large): No. 23 Alex Shootman, Workfront; and No. 43 Patrick M. Byrne, Overstock.com.

- Best Leadership (large): No. 30 Workfront.

- Best Leadership (small to mid-sized): No. 8 Boostability. Others not in the top 10: BambooHR, Lindon; and Lingotek, Lehi.

- Best Managers, an unranked category (large): Workfront.

- Best Managers, an unranked category (small to mid-sized): BambooHR; Lingotek; and Simplus, Sandy.

- Best Companies for Professional Development, an unranked category (large): Workfront.

- Best Company Compensation (large): No. 37 Workfront, Lehi.

- Best Company Compensation (small to mid-sized): No. 5 Boostability, No. 17 Disruptive Advertising and No. 19 Juniper Systems.

- Best Companies for Work-Life Balance (large): No. 3 Over-

stock.com.

- Best Companies for Work-Life Balance (small to mid-sized): No. 1 Boostability, No. 10 Juniper Systems, No. 16 Lingotek, and No. 22 BambooHR.

- Best Companies for Perks & Benefits (large): No. 41 Workfront and No. 42 Overstock.com.

- Best Companies for Perks & Benefits (small to mid-sized): No. 18 BambooHR.

- Happiest Employees (large): No. 21 Workfront.

- Happiest Employees (small to mid-sized): No. 9 Juniper Systems and No. 17 Divvy.

## GOED board approves three incentives for film productions

Three film productions — a documentary, a stop-motion animation picture and a thriller — will shoot in Utah in the next few months.

The productions were approved for cash rebate incentives awarded during the December meeting of the Governor's Office of Economic Development (GOED) board.

The largest incentive, a rebate of up to \$203,222, was approved for Werewolf Film LLC for its production titled "The Werewolf." The feature thriller will be shot in northern Utah Feb. 5-March 7. The company is expected to spend more than \$1 million in Utah, including hiring 30 cast, 30 crew members and 90 extras.

The film's director is Jimmy Cummings. Producers are Matt Miller and Natalie Metzger.

The film tells the story of a police officer who spends three months trying to catch a serial killer who strikes during the full moon. Losing sleep, raising his teenage daughter and fighting a custody battle, he struggles to remind himself that there's no such thing as werewolves.

The GOED board approved a rebate of up to \$128,000 for Saurus City LLC for "Saurus City," a stop-motion animation family feature. The production, with six cast and 30 crew members, is expected to spend \$640,000 in Utah, including during principal pho-

tography scheduled to take place through April of 2020.

The film will depict an outcast knight as he escorts two commoners and a baby identified as the royal heir through a fantastical land inhabited by dinosaurs.

The main voice actors are Ron Perlman ("Beauty and the Beast," "Hellboy" and "Sons of Anarchy") and Emma Roberts ("Blow," "Unfabulous" and "Nancy Drew"). The director is Nathan W. Smith. The producer is Bradford Johnson.

Navajo Mountain Movie LLC was approved for a rebate of up to \$28,000 for its documentary "Navajo Mountain High." It will focus on the San Juan County high school, the most remote high school in the U.S. — 90 miles from the nearest town — and its competitive robotics team.

The production is expected to employ 10 crew members, shoot through May 31 and spend \$140,000 in Utah. The director is Jared Jakins. The producer is Hunter Phillips.

"I love this lineup," GOED board member Margaret "Margo" Jacobs told Virginia Pearce, director of the Utah Film Commission. "I think it's just such an interesting, diverse group of films that you come up with."

"It's not only diversity in the subject matter and the filmmakers, but also in the size, which I think is super-important," Pearce replied. "We're always looking for that pipeline."



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# U.S. investors optimistic overall but don't want rate hikes from Fed

U.S. investors are not supportive of further interest rate hikes, with a majority surveyed by Wells Fargo — 61 percent — saying the Federal Reserve should not continue to raise rates, up from 46 percent surveyed in May. Nearly half of those investors — 48 percent — say that raising rates would be “bad” for the economy, outweighing 16 percent who say rate hikes would be beneficial. Thirty-seven percent say raising rates “won’t make much of a difference” for the economy. In addition, 47 percent of surveyed investors say their income has not kept up with the rate of inflation over the past four years.

These findings are from the fourth quarter Wells Fargo Investor and Retirement Optimism Index survey, conducted Nov. 12-20 and released in Salt Lake City earlier this month. The survey is based on 1,022 U.S. adults with \$10,000 or more invested in stocks, bonds or mutual funds.

The Wells Fargo Investment Institute expected the 25 basis point rate hike that came from the Federal Open Market Committee meeting that concluded on Dec. 19. “Our current outlook is for three additional rate hikes over next year before the

Fed ends its current rate hike cycle,” said Brian Rehling, co-head of global fixed income strategy for the institute.

Only 11 percent of investors in the fourth-quarter poll describe the current U.S. economy as “booming,” but another 50 percent consider it “solid.” Despite this positive assessment, a significant minority, 39 percent, use the words “shaky” or “weak.”

Separately the poll finds more than six in 10 investors perceiving the economy to be about as strong as it has been reported to be (40 percent) or stronger than reported (23 percent). Meanwhile, 37 percent say the economy is “not as strong” as reported.

The Wells Fargo Investment Institute does not foresee a recession next year, though risks increase beyond 2019.

The Wells Fargo Investor and Retirement Optimism Index, which is a consumer-based barometer of how investors view the investing climate, didn’t budge in the fourth quarter, coming in at 98, the same level as in the third quarter. The index has hovered near 100 for most of the past two years, following a 16-year period when it was consis-

tently below that level.

A slight majority of surveyed investors, 53 percent, say they have faith in the Federal Reserve to make the right decisions on interest rates. This includes 8 percent who have a “lot of confidence” in the Fed and 45 percent who have a “fair” amount of confidence. At the same time, close to half — 47 percent — have only “a little” (38 percent) or “no trust” (9 percent) in the Fed’s decision-making on interest rates.

As much as investors oppose further interest rate hikes, inflation could be an even bigger stressor for investors.

Seventy percent are concerned that inflation could go “a lot higher” versus 30 percent who are more worried that interest rates could go “a lot higher.” While the vast majority of retired and non-retired investors see inflation as the greater risk, retired investors (75 percent) are a bit more likely than non-retired investors (67 percent) to be wary of inflation.

More than eight in 10 of the investors surveyed believe a potential trade war with China will increase prices and likely raise inflation in the U.S., including 47 percent who consider this

“very likely” and 37 percent “somewhat likely.” Just 16 percent say it is unlikely that a trade war with China would force U.S. prices higher.

“Investors would likely cheer news of a solid and definitive U.S. trade agreement with China. Continued tensions in the U.S.-China trade dynamic could further exacerbate uncertainty in U.S. financial markets,” said Rehling.

The poll, conducted prior to the G-20 meeting and negotiations between U.S. President Donald Trump and Chinese President Xi Jinping on trade that ended Dec. 1, found that a slight majority of investors, 53 percent, feel worried about a U.S.-China trade war versus 47 percent who are not worried.

As investors grapple with concerns on inflation and trade, only 16 percent state that they’re “very concerned” about the recent sharp volatility in the markets. A strong majority of investors — 68 percent — say that they’re comfortable riding out a 500-point drop in the stock market in a single day and therefore maintaining their equity positions.

Investors surveyed expect to live to a median age of 85,

with 47 percent saying they will live between the ages of 86 to perhaps 96 or longer. Nine percent say they will live past age 96.

According to the survey, 52 percent say they would be willing to take “only a little risk” or “no risk at all” to generate higher returns on their investments. Forty-eight percent would be willing to take “a lot” or “a fair amount” of risk. Of the 47 percent of investors who see themselves living past 86, 51 percent say they would be inclined to take risk to potentially generate higher returns.

Asked how likely it is they could remain “financially comfortable” if they live to 100, just 15 percent of investors say it’s “very likely,” and another 40 percent say “likely.” Forty-four percent say maintaining financial comfort is “not likely.”

“With lengthening lifespans in the modern age, and low yields in savings accounts, a question for investors is ‘how much risk are they willing to take to generate return?’ especially if they are going to live into their 90s. We see essentially a split among investors, with a little less than half willing to take on risk to generate return,” said Rehling.



## A Festive Feast

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## HR Matters

# Will artificial intelligence rule our world?

There is lots of talk about artificial intelligence (AI) and machine learning and its potential to transform life (and work) as we know it. That transformation is all a bit cloudy, though. What does “the rise of the robots” really mean to the workforce and employers, and from a more personal perspective, the recruiting industry? Will jobs be lost? Will robots replace people? How will the workforce survive?

### Ways Automation Is Reshaping the Workplace

There was a time when checks were cashed, film was processed and phone calls were connected — by people. Technology has changed all that. Automation has eliminated some jobs entirely, reduced the need for others and created completely new roles in the process. In envisioning the workplace of the future, workers see automation as inevitable, and they’re not necessarily happy about it. With an eye to the potential for greater productivity, employers are far more bullish about the benefits of automation.

Robots are good at tackling repetitive, standardized tasks at scale. Artificial intelligence is used with high volumes of information that in the past would require lots of hours and human brains to digest and analyze. When robotics or AI are employed, workers are freed up to focus on job aspects that require the so-called “softer skills,” such as empathy, collaboration, communication, problem-solving and intuition. Rather than being marginalized, workers become far more valuable when a job or process requires more human intellect and emotional intelligence than computing power alone.

Based on the findings of the latest Emerging Workforce Study commissioned by Spherion, half of workers believe automation will lead to greater productivity. Yet they are also confident people can do their jobs just as efficiently, if not more so, than machines. Although that may be more wishful thinking than an inevitable truth, the reality is perhaps somewhere in the middle. More than three-quarters of both employees and employers admit that automation can improve performance, but both agree that people would still rather work with people, not machines. When robots and artificial intelligence are paired with humans, more can be accomplished than either can do on their own.

### Re-skilling the Workforce

With a study by the McKinsey Global Institute predicting that automation will eliminate between 39 million and 73 million U.S. jobs by 2030, you have to wonder what will happen to all those people thrown out of work. Some might point



RON ZARBOCK

to the growing ranks of retiring boomers but look beyond the demographics. The statistics point to jobs lost, not necessarily workers, many of whom will be assuming new roles. That is why the need for more training is fast approaching critical proportions. Not only will there be greater demand for advanced technology roles, employers will need to upskill and reskill the non-tech workforce. It will transform traditional educational norms into continuous, career-long learning that goes far beyond a need for people to enhance their digital skills. It will require learning how to work differently and how to function cooperatively with machines in order to work more productively.

### How Technology Is Transforming the Search for Talent

Research studies say anywhere from 30 percent to 70 percent of workers are ready to jump to a new job. With more than 6 million jobs currently open in the U.S., employers are continually scrambling to find and engage high-quality candidates. Innovations that leverage chatbots, SaaS, the cloud, social, mobile, predictive analytics, video, gamification and AI promise a big boost in the search for talent. All these “intelligent” tools can save hiring managers from a tsunami of irrelevant resumes. They can automate administrative tasks. They can condense hiring cycles. Perhaps most important, they can deliver a more engaging candidate experience. However, the most valuable tool in recruiting is neither new nor “artificial” intelligence but human intelligence. Why? Because recruiting is a uniquely human endeavor that is more about relationships than robotics. Although technology is a powerful weapon in the hands of a smart recruiter, there is more to recruiting than identifying the right talent through applicant tracking and algorithms. Recruiting

still begins and ends with people — people who understand that business success still depends on getting the right people in the right jobs. It is the intellect and expertise of a recruiter that wields the greatest power in talent acquisition.

### Where Technology Falls Short in Securing Talent

Not surprisingly, HR leaders cited “leveraging HR technolo-

gies to more effectively recruit candidates” as a top concern in the Emerging Workforce Study. With so many technologies available, which tools will provide the best boost in talent search? In a highly competitive talent market, the most valuable tool will not be found in a technology array. Just as workers can boost performance and productivity when partnered with smart machines, success-

ful talent search must combine the power of recruiting expertise — human expertise — with investments in new technologies to deliver truly intelligent results, filling skills gaps and providing employers with the talented employees critical to growth.

Ron Zarbock is the president of Spherion Staffing services in Salt Lake City.

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# Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## BANKING

• **Bank of Utah**, Ogden, has appointed **Nick Thompson** as branch manager of its 711 S. State St., Salt Lake City, location. Thompson has nearly four years of banking experience. He has worked for Wells Fargo and Zions Bank, managing new accounts, consumer and commercial lending, and working in branch management. Thompson has a bachelor's degree in finance from Weber State University. Thompson replaces **Mary Ryan**, branch manager/assistant vice president, who retired in December after working for Bank of Utah for more than 40 years. She began her career at Bank of Utah's Washington Terrace location in Ogden and advanced from teller to several other positions, including head teller, operations manager/AVP, regional branch manager/AVP and branch manager/AVP. She began serving as operations manager/AVP for the 7th South branch in 1997 and became branch manager/AVP in 2014.



Nick Thompson

## CORPORATE

• **Extra Space Storage Inc.**, Salt Lake City, has amended and restated its senior unsecured credit facility, increasing the total capacity to \$200 million to a total of \$1.35 billion. The credit facility consists of a \$650 million senior unsecured revolving credit facility due January 2023, a \$480 million senior unsecured term loan due January 2024, and a \$220 million senior unsecured term loan due October 2023. The credit agreement provides the company an option to increase capacity by an additional \$650 million, for a total of \$2 billion. Extra Space Storage is a real estate investment trust that owns and/or operates 1,606 self-storage properties in 39 states; Washington, D.C.; and Puerto Rico.

## DIVIDENDS

• **American Silver LLC**, parent company of Alpine-based **American Biotech Labs LLC**, has declared a distribution of 33 cents per share, providing about \$500,000 to American Fork-based **Clifton Mining Co.**, its largest shareholder. With a 10-cent-per-share distribution earlier this year, Clifton said it has received distributions totaling about \$655,000 for 2018.

## ECONOMIC INDICATORS

• **Park City** is ranked fourth among the top 10 "**Hottest Places in America to Buy a Winter Vacation Home**," a ranking compiled by **Vacasa Vacation Report**, a vacation rental property management company. Vacasa looked at U.S. vacation rental markets with the highest average occupancy by month from November to January and then ordered its list by the rate of one-year return on investment to help determine the top 10. Park City saw a 5.1 percent one-year return and had a median home price of \$447,000. The top spot was Okemo/Ludlow, Vermont, at 6.1 percent and a median home price of \$273,000. Others on the list were Mount Hood, Oregon; Leavenworth, Washington; Park City; Steamboat Springs, Colorado; Big Bear Lake, California; Pagosa Springs, Colorado, Flagstaff, Arizona; Stowe, Vermont; and North Lake Tahoe, Nevada. The report is available at <https://www.vacasa.com/real-estate/buyer/top-winter-destinations-to-buy-vacation-home>.

tion in 2017, and an additional \$16 million was allocated in 2018 to complete the project. The \$34.9 million renovation began in April 2017. The four-story Lindquist Hall will house the offices of seven departments: criminal justice, geography, history, political science and philosophy, psychology, social work and gerontology, and sociology and anthropology. Additionally, the Olene S. Walker Institute of Politics & Public Service and the Richard Richards Institute for Ethics will be located in the new building. The 119,322-square-foot building was designed by **GSBS Architects** and built by **Big-D Construction**. The building will have 34 classrooms, 72 offices, five labs, a 150-seat lecture hall, a computer lab and testing center, and study spaces on each floor.

## FURNITURE

• **KI**, based in Wisconsin, has named **Julie Wissler** as distribution agent for its Utah territory. She will work to provide dealers, architects, designers and end-users throughout the state with KI's furniture solutions. She will market and distribute KI products through her firm, Interior Products Group, a wholesale distributor. Wissler has more than 20 years of experience in the contract furniture industry. She previously was principal and area sales manager with The Skinner Group, a manufacturers' representative group based in Denver. She has also held marketing and sales positions with Kimball, Knoll and Henriksen Butler.



Julie Wissler

## HEALTHCARE

• **PolarityTE Inc.**, a Salt Lake City-based commercial-stage biotechnology company, has announced the addition of **Minnie Baylor-Henry** to the company's board of directors. Baylor-Henry is a regulatory affairs leader who served for nearly a decade at the U.S. Food and Drug Administration (FDA) before spending most of her career at Johnson & Johnson, where she served in multiple roles, most recently as worldwide vice president of regulatory affairs. While at the FDA, she served as regulatory review officer; director/branch chief at the Division of Drug Marketing, Advertising and



Minnie Baylor-Henry

Communications; and national health fraud coordinator at the FDA Office of Regulatory Affairs. She also was the national director for regulatory, risk and compliance for the life science division at Deloitte. She currently operates her own consulting firm, providing strategic regulatory affairs advice to pharmaceutical, biopharmaceutical and medical device companies.

## MANUFACTURING

• **Varex Imaging Corp.**, Salt Lake City, has announced it will have its annual stockholders meeting on Feb. 14 at 4:30 p.m. at the company's headquarters, 1678 S. Pioneer Road. Varex is an innovator, designer and manufacturer of X-ray imaging components, which include X-ray tubes, digital detectors and other image processing solutions that are key components of X-ray imaging systems.

## NONPROFITS

• **Utah Foundation** has announced several new officers. The chair is **Elizabeth Hitch**, associate commissioner for academic affairs in the Utah System of Higher Education. She previously served as vice chair and replaces outgoing chair **Brent Jensen**, vice president of HDR Engineering. The new vice chair is **Chad**



Elizabeth Hitch



Chad Westover



Dan Eldredge



Annalisa Holcombe

**Westover**, CEO of University of Utah Health Plans. The new treasurer is **R. Dan Eldredge**, general manager of Intermountain Power Agency. He replaces **Peter Mann**, audit managing director at Deloitte & Touche. Also, the foundation announced that **Annalisa Holcombe**, vice president and chief advancement officer at Westminster College, will take over as fundraising chair. She replaces **Mark Buchi**, partner at Holland & Hart.

## OUTDOOR PRODUCTS/ RECREATION/SPORTS

• **POWDR**, a Park City-based adventure lifestyle company,

has announced its acquisition of **Powderbird** and a new partnership with **Cloudveil Mountain Skiing**. Powderbird will offer helicopter-accessed skiing to 150,000 acres in the Uinta and Wasatch mountain ranges, starting in the current ski season, as well as the opportunity to enjoy custom international destination packages and access to boutique, remote lodging in Utah. Powderbird has offered backcountry heli-skiing in Utah since 1973. It will continue to be based out of Snowbird resort and will continue to operate out of Heber, West Bountiful Skypark and Snowbird. Financial terms of the acquisition were not disclosed.

• **Vail Resorts Inc.** has announced plans to transform **Tombstone BBQ at Park City Mountain** as part of an approximately \$175 million to \$180 million investment in the guest experience in time for the 2019-20 ski and ride season across its resorts. The Tombstone BBQ will become permanent. It will include seating for up to 50 people, indoor restrooms, a beer bar and a full kitchen to allow for the use of reusable serve ware.



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## EDUCATION

• **Weber State University** will host a grand opening ceremony Jan. 7 at 2:30 p.m. for the renovated **Lindquist Hall**, formerly known as the Social Science Building. Jan. 7 is also Weber State's 130th Founders Day. An open house with self-guided tours of the building will be held from 2-4 p.m., with the formal ribbon-cutting ceremony at 2:30 p.m. WSU alumnus Paul Draper, an anthropology graduate and illusionist, is scheduled to perform at 3 and 4 p.m. Lindquist Hall has been named in honor of the Lindquist family. **John E. Lindquist**, president of Lindquist Mortuaries and Great Western Insurance, donated \$5 million to the project. Additional funding for the building came from the Utah State Legislature. The Legislature approved \$14 million for construc-

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## PHILANTHROPY

• **The Huntsman Foundation** has donated \$1 million to **The Road Home** to support the charity's Holiday Mediathon, which took place Dec. 20-21. Every dollar donated by the public during the event was matched by the Huntsman Foundation. The Holiday Mediathon is the largest fundraiser for the nonprofit organization that provides emergency shelter, permanent supportive housing and support services to help Utahns overcome homelessness. Since 1992, the Jon M. Huntsman family has donated more than \$5.2 million for operations and support of The Road Home's shelter and housing programs.



# Industry Briefs

from previous page

## REAL ESTATE

• **Fairstone at Riverview** and **Alpine Meadows** have been sold by **Acacia Capital** to **Kennedy Wilson** for an undisclosed amount. Built in 1997, Fairstone at Riverview, in Taylorsville, contains 492 units on more than 28 acres. The two-story Alpine Meadows, built in 1996 and located in Sandy, has 222 units. Eli Mills and Patrick Bodnar of **CBRE** represented Acacia Capital in the transaction.

## RECOGNITIONS

• **Merit Medical Ireland**, a subsidiary of Merit Medical Systems Inc., South Jordan, recently won the **Medtech Company of the Year Award 2018**, granted by a panel consisting of Irish business enterprise and governmental agency leaders. Merit Medical Ireland began operations in Castlerea, Co Roscommon, Ireland in 1993 with 22 employees manufacturing single-use inflation and hemostasis devices. Today, Merit's European operations are headquartered in Galway City, Ireland, with approximately 1,000 employees. Merit now has two state-of-the-art facilities in Galway and supports operations and research and development activities for Merit's additional European facilities. Merit's European operations contributed approximately 33 percent to Merit's corporate revenues in 2017.

• Eight Utah companies recently earned **Best in Biz Awards**, a business awards program judged each year by prominent editors and reporters from top-tier publications in North America. **Vivint Solar** earned silver for **Marketing Department of the Year**, **Sales Department**

**of the Year** and **Sales Executive of the Year** (Chance Allred, chief sales officer). **USANA** earned silver for **Product Line of the Year — Consumer** (Celavive skincare system) and bronze for **Company of the Year — Large (1,000 or more employees)**. **O.C. Tanner** earned gold for **Most Customer Friendly Company of the Year — Large** (more than 1,000 employees) and **HR Executive of the Year** (Mindi Cox, senior vice president of people and great work). **InMoment** received gold for **Marketing Executive of the Year** (Kristi Knight, chief marketing officer). Purple received gold for **Best New Version of the Year — Consumer** (Responsive Support Coil mattresses). **Pluralsight** earned silver for **Best New Product of the Year — Enterprise** (Role IQ). **Podium** earned bronze for **Small or Medium Business Service of the Year** (Podium online review platform). **Domo** earned gold for **Enterprise Product of the Year — All Other Software**. The eighth annual Best in Biz Awards program evaluated and scored nearly 700 entries from public and private companies of all sizes and from a variety of geographic regions and industries in the U.S. and Canada.

• Four Utah ski resorts are on a list of the **"Top 25 U.S. Ski Resorts,"** compiled by **TurnKey Vacation Rentals**. They are No. 3 **Snowbird**, No. 4 **Park City Mountain Resort**, No. 6 **Powder Mountain Resort** and No. 23 **Alta Ski Area**. Turnkey collected information from Google Search data on 260 ski resorts in the U.S., focusing specifically on resorts with over 15 trails. The criteria included average ticket price, total number of trails and lifts, vertical drop, length of season, average snowfall, and overall search volume for each resort. Also on the list were No. 34 **Snowbasin**, No. 44 **Solitude Mountain Resort**, No. 48 **Deer Valley**, No. 52 **Brian Head Ski Resort**, No. 60 **Brighton**, No. 88 **Beaver Mountain**, No. 91 **Eagle Point Resort** and No. 103 **Sundance Mountain Resort**. Utah was second among states for most expensive lift ticket prices, at \$89.71, up \$1 from a year ago. Utah was behind only Colorado, at \$111.86. The national average was \$68.11. The most affordable ticket was in Minnesota, at \$55.52.

## RURAL UTAH

• Two companies were endorsed for **Rural Fast Track** grants at the December meeting of the **Governor's Office of Economic Development (GOED)** board. **Andy Cox Electrical**, of

Manti in Sanpete County, was endorsed for a grant of \$27,500 to help the company purchase a new piece of equipment for concrete lifting and concrete repair. The \$55,000 project is expected to allow the company, currently with four employees, to add one new full-time position. **Everwood Inc.**, of Honeyville in Box Elder County, was endorsed for a \$50,000 grant to help it purchase finishing equipment for cabinet-making. The company currently has four employees, but the \$115,000 project is expected to result in one new full-time position. The grants were previously approved by the Governor's Rural Partnership Board.

## SOFTWARE

• **Canopy**, a Lehi-based tax and accounting software company, has hired **Camille Lewis** as director of people operations. Lewis' experience includes working in a variety of industries, including logistics, employee advocacy and technology, most recently serving as manager of recruiting at O.C. Tanner. She also has served in various HR positions at Apex Logistics Group and Qualtrics. Lewis earned a Bachelor of Arts degree focused in English language and literature/letters from Brigham Young University.

## SENIOR LIVING

• **Summit Vista**, a Taylorsville-based active senior living community, has promoted **Marcus Cordova** to associate executive director, where he will advise operational departments. He will have responsibility for the departments in general services, which include mainte-



Marcus Cordova

nance, facilities, house-keeping, security, transportation and reception. He will retain his director of culinary arts position. Cordova has more than 25 years of experience in the food industry and 10 years of experience in senior housing. He opened a restaurant in Monte Vista, Colorado, and before joining Summit Vista in 2017, he was owner and chef of chef de cuisine at a Denver-area country club, the executive chef and general manager of a specialty food market, and the food and beverage director and executive chef for a large retirement community.

## SERVICES

• **VPTax Inc.**, a San Francisco-based tax firm, has hired **Adam Beasley** as tax director in its Salt Lake City office. He will focus on helping the firm expand its footprint in the Salt Lake City market. Beasley has more than 20 years of professional experience.



Adam Beasley

He previously was a senior tax manager and director of tax at Ernst & Young, KPMG, Sorenson Communications and Assure Services. He graduated from the University of Utah David Eccles School of Business with a bachelor's degree in accounting and a master's degree in professional accountancy.



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# Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## Jan. 3, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location is Jim's Family Restaurant, 7609 S. Redwood Road, West Jordan. Free (pay if ordering from the menu). Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Jan. 3, 6-7:30 p.m.

**"Start Smart,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## Jan. 4, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker is Craig Burnett, Murray City police chief, discussing "Crime Prevention in Murray City." Location is Anna's Restaurant, 4770 S. 900 E., Salt Lake City. Free (pay if ordering from the menu). Open to everyone. Details are at [murraychamber.org](http://murraychamber.org).

## Jan. 4, 8-10 a.m.

**First Friday Face-to-Face**, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

## Jan. 4, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at [thechamber.org](http://thechamber.org).

## Jan. 4, 8:30-11:30 a.m.

**"Grow Your Business: Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## Jan. 8, 10-11:30 a.m.

**"How to Become a Leader People Will Follow,"** a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S., Redwood Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Jan. 9, 8-9:30 a.m.

**"State of the Economy**

**for 2019,"** a Utah Department of Workforce Services (DWS) event. Speaker is Carrie Mayne, chief economist and director of workforce research and analysis at DWS. Location is the DWS South County Employment Center, 5735 S. Redwood Road, Room 114, Taylorsville. Free. RSVPs can be completed by emailing Jenny Jones at [jenjones@utah.gov](mailto:jenjones@utah.gov).

## Jan. 9, 9-10:30 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## Jan. 9, 11:30 a.m.

**"The Game Has Changed,"** a Silicon Slopes event. Speaker Jeff Patton of Jeff Patton & Associates and author of the book *User Story Mapping* will discuss how 21st century software development has thrown out most of the process assumptions you might have originally learned and how product thinking, lean startup thinking and continuous delivery have fundamentally changed how software is designed and built. Location is Kiln, 2701 N. Thanksgiving Way, Suite 100, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## Jan. 9, 11:30 a.m.-1 p.m.

**"Let's Do Lunch,"** a Sandy Area Chamber of Commerce event. Location is Park City Culinary Institute, 1484 S. State St., Salt Lake City. Cost is \$20 for members, \$25 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

## Jan. 9, 1 p.m.

**"Building a Software Company in Cache Valley,"** a Silicon Slopes event. Location is Vivint Smart Home, 1400 N. 635 E., Logan. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## Jan. 9, 3-5 p.m.

**UTC Public Policy Forum**, a Utah Technology Council event. UTC members gather once a quarter outside of the state legislative session, and once weekly during the session, to discuss issues of priority to the community. Location is the Utah State Capitol, Capitol Board Room, 350 State St., Salt Lake City. Registration can be completed at [utahtech.eventbrite.com](http://utahtech.eventbrite.com).

## Jan. 9, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber network-

ing event. Location is DaVinci Academy, 2033 Grant Ave., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com)

## Jan. 10, 7 a.m.-2 p.m.

**St. George Area Economic Summit 2019**, a St. George Area Economic Development event also known as "What's Up Down South?" Location is Dixie Convention Center, 1835 S. Convention Center Drive, St. George. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## Jan. 10, 8:30-9:30 a.m.

**Clear the Air Challenge Team Manager Training and Networking Event**, a Salt Lake Chamber event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## Jan. 10, 11:30 a.m.-1 p.m.

**January WIB Luncheon**, a Davis Chamber of Commerce event. Speaker Todd Derrick, patrol sergeant, will discuss self-defense and situational awareness. Location is Dartside Dart Tag Arena, Layton Hills Mall, No. 2024, 1201 N. Hill Field Road, Layton. Cost is \$20 for members and guests. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## Jan. 10, 6-8 p.m.

**"Business Essentials,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

## Jan. 11, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2480 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## Jan. 11, 8-9:30 a.m.

**"Year In Review: Top Media Stories of 2018,"** a Salt Lake Chamber event featuring a panel of journalists discussing the year's top stories and their impact on Utah communities. Location is 50 West Club & Café, 50 W. Broadway, Salt Lake City. Cost is \$20. Details are at [slchamber.com](http://slchamber.com).

## Jan. 11, 8:30-11:30 a.m.

**"Grow Your Business: Phase II,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## Jan. 15, 8 a.m.-noon

**"Basic I-9 Compliance,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

## Jan. 15, 11:30 a.m.-1 p.m.

**ChamberWest Women in Business Luncheon**. Speaker is Shannon Bahrke Happe, two-time Olympic medalist in freestyle mogul skiing. Location is Element Event Center, 5658 S. Cougar Lane, Kearns. Cost is \$20 for chamber members before Jan. 11, \$30 for nonmembers or at the door. Details are at [chamberwest.com](http://chamberwest.com).

## Jan. 15, 11:30 a.m.-1 p.m.

**Business Women's Forum**. Speaker Linda C. Smith, artistic director of the Repertory Dance Theatre, will discuss "Connecting Through Art: A Celebration of Diversity with Dance." Location is Repertory Dance Theatre, 138 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## Jan. 15, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## Jan. 15, noon-1 p.m.

**Cyber Lunch & Learn Series** titled "Disaster Prevention & Response Plan," a Salt Lake Chamber event. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Free. Details are at [slchamber.com/cyber](http://slchamber.com/cyber).

## Jan. 16

**ChamberWest Business Connections**, a ChamberWest event featuring relationship-building, business connections and opportunities to present your business, and two 10-minute presentations. Free for members, \$5 for nonmembers. Details, including location information, are available at (801) 977-8755 or [chamber@chamberwest.com](mailto:chamber@chamberwest.com).

## Jan. 16, 9-11 a.m.

**"Pitch Deck 101,"** a Women's Business Center of Utah (WBCUtah) event that is a hands-on workshop related to the creation of the best pitch deck. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at [slchamber.com](http://slchamber.com).

## Jan. 16, 5:45-6:45 p.m.

**"Grow Your Business: Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## Jan. 17, 8 a.m.-noon

**"Effective Coaching Skills,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

## Jan. 17, 11:30 a.m.-1 p.m.

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## Jan. 18, 7:30 a.m.-noon

**Utah Economic Outlook & Public Policy Summit 2019**, presented by the Salt Lake Chamber and Kem C. Gardner Policy Institute at the University of Utah. Keynote speaker is Ed Bastian, CEO of Delta Air Lines. Other activities include a 2019 economic outlook from economists, release of the Salt Lake Chamber CEO Outlook Confidence Index, presentation of the 2019 Economic Report to the Governor, Gov. Gary Herbert's economic vision for 2019, a 2019 legislative session preview from legislative leadership, and release of the Salt Lake Chamber's 2019 legislative agenda. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$85. Details are at [slchamber.com](http://slchamber.com).

## Jan. 18, 11:30 a.m.-1:30 p.m.

**"Innovation Series: The Future of Wi-Fi,"** a Utah Technology Council event. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at [utahtech.eventbrite.com](http://utahtech.eventbrite.com).

## Jan. 19, 11:30 a.m.-2 p.m.

**EO Utah Entrepreneur Speaker Series**. Presenters are Scott Abbott, CEO, ProNexus; Juliana Lindsay, owner, Great Clips; Troy Skabelund, partner, Preferred CFO; Andrew Smith, CEO, Four Foods Group; and



## CALENDAR

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Cary Wasden, portfolio advisor, Andina. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center, Auditorium 101, 9750 S. 300 W., Sandy. Free. Registration can be completed at Eventbrite.com.

### Jan. 21, 11:30 a.m.-1 p.m.

**Business Plan Forum**, a West Jordan Chamber of Commerce event. Greg Casset of the Zions Bank Resource Center will discuss how to start a business, create a business plan and succeed in business. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Details are at westjordan-chamber.com.

### Jan. 22, 10-11 a.m.

**"The Art of Negotiation,"** a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordan-chamber.com.

### Jan. 22, 11:15 a.m.-1 p.m.

**2019 Athena Leadership Award Ceremony and Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is the Timbermine Steakhouse, 1701 Park Blvd., Ogden. Cost is \$20. Details are at ogdenweberchamber.com.

### Jan. 22, 11:30 a.m.-1 p.m.

**Women In Business**, a Sandy Area Chamber of Commerce event. Speaker is Katie Holland, founder and CEO

of Illuminate. Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Details are at sandy-chamber.com.

### Jan. 23, 8-9:30 a.m.

**Chamber Launch**, a Salt Lake Chamber networking event. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### Jan. 23, 8-9:30 a.m.

**Legal Breakfast Briefing**, an Employers Council event that is part of a five-briefing series designed to help company leaders face developing and pressing legal challenges with confidence. Sessions run throughout 2019. Briefing Jan. 23 is titled "Arbitration Agreements after Epic Systems Corp. v. Lewis." Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99 (\$396 for all five). Details are at employerscouncil.org.

### Jan. 23, 9-10:30 a.m.

**Workforce Development HR Forum**, a West Jordan Chamber of Commerce event. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Details are at westjordan-chamber.com.

### Jan. 23, 3-4:30 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### Jan. 24, 11:30 a.m.-1 p.m.

**"How to Talk to Your Elected Officials,"** a Salt Lake Chamber Small Business Forum event. Speakers are Councilwoman Aimee Winder Newton and Utah Sen. Dan Hemmert. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 S.), Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

### Jan. 24, 3-4:30 p.m.

**"It's All in The Presentation,"** a Women's Business Center of Utah (WBCUtah) event focused on ensuring a company's story is deeply engaging and that its presentation slides complement the pitch. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

### Jan. 24, 5-7 p.m.

**Business After Hours**, a Salt Lake Chamber event. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$7 for early-bird members (ends one week prior to event), \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

### Jan. 24, 6-9 p.m.

**31st Annual "Share the Magic" Gala**, a West Jordan Chamber of Commerce event featuring dinner, live entertainment, a silent auction and an awards ceremony. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., No. 24, West Jordan. Registration deadline is Jan. 18. Details are at westjordan-chamber.com.

### Jan. 25, 5-8 p.m.

**RAPS Utah Chapter Kickoff and Networking Event**,

a Regulatory Affairs Professionals Society Utah Chapter event. Location is Merit Medical, 1600 W. Merit Parkway, South Jordan. Free for members, \$5 for nonmembers. Details are at <https://www.raps.org/events>.

### Jan. 25, 6-9 p.m.

**Business Awards Banquet**, a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davis-chamberofcommerce.com.

### Jan. 29, 8 a.m.-noon

**"Key Utah Employment Rules,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

### Jan. 29, 8:30-10:30 a.m.

**"CEO Leadership X-change: Better Relationships, Better Business,"** a Utah Technology Council event. Speaker Jodi Hildebrandt of ConneXions will discuss rigorous personal responsibility, and how each one of us can contribute to building a company culture dedicated to honesty, humility, connections and success. Location is 13693 S. 200 W., Suite 120, Draper. Free. Registration can be completed at [utahtech.eventbrite.com](http://utahtech.eventbrite.com).

### Jan. 30, 8 a.m.-2 p.m.

**"Speak Like a Pro: Greatness in One Day,"** a Salt Lake Chamber event that is part of the Professional Development Series. Speaker is Dan Clark of Dan Clark and Associates. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$189 for members, \$209 for nonmembers. Details are at slchamber.com.

### Jan. 31-Feb. 1

**Silicon Slopes Tech Summit**, featuring keynote presentations, breakout sessions, entertainment and more. Topic groups are entrepreneurship, blockchain, software development, artificial intelligence, consumer products and social good. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Early-bird cost is \$129. Details are at [www.siliconslopesummit.com](http://www.siliconslopesummit.com).

### Jan. 31, 8-10 a.m.

**"Harassment Prevention Training for Employees" (Spanish)**, an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

### Jan. 31, 10 a.m.-8 p.m.

**Government Contracting**, a U.S. Small Business Administration event. Location is the Wallace Bennett Federal Building, 125 S. State St., Room 2222, Salt Lake City. Free. Details are at <https://www.sba.gov/tools/events>.

### Feb. 1, 8-10 a.m.

**First Friday Face-to-Face**, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

### Feb. 1, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at the-chamber.org.

### Feb. 1, 8:30-11:30 a.m.

**"Grow Your Business: Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

### Feb. 5, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davis-chamberofcommerce.com.

### Feb. 6, 9-10:30 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar. Event

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## CALENDAR

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is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### Feb. 7, 7:30-9:30 a.m.

**UTC Legislative Breakfast**, a Utah Technology Council event. Location is Utah State Capitol, Senate Building, Copper Room, 350 S. State St., Salt Lake City. Free. Registration can be completed at utahtech.eventbrite.com.

### Feb. 7, 8 a.m.-4 p.m.

**Supervisory Skills Program**, an Employers Council event over four consecutive Thursdays. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

### Feb. 7, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at westjordanchamber.com.

### Feb. 7, 11:30 a.m.-1 p.m.

**Lunch Meeting**, a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

### Feb. 7, 6-10 p.m.

**2019 Annual Gala and After-Party**, an Ogden-Weber Chamber of Commerce event. Recipients of various chamber awards will be honored. Location is Peery's Egyptian Theater and Ogden Eccles Conference Center. Cost is \$100. Details are at ogdenweberchamber.com.

### Feb. 7, 6-7:30 p.m.

**"Start Smart,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

### Feb. 8, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

### Feb. 8, 8-9:30 a.m.

**Form I-9 Self-Audit Workshop**, an Employers Council event providing hands-on instruction and examples of

how to audit Form I-9s to ensure compliance with USCIS regulations, as well as make corrections the right way. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

### Feb. 8, 8:30-11:30 a.m.

**"Grow Your Business: Phase II,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

### Feb. 12, 8 a.m.-3:30 p.m.

**Lead Worker Training**, an Employers Council event focusing on the changing relationships for leads and group or team leaders, the expectations and limitations of the position, and the communication demands from employees and management. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

### Feb. 12, 10-11:30 a.m.

**"How to Become a Leader People Will Follow,"** a West Jordan Chamber of Commerce event. Location is West Jordan Chamber office, 8000 S., Redwood Road, West Jordan. Details are at westjordanchamber.com.

### Feb. 13, 8 a.m.-5 p.m.

**"Lean Six Sigma: Green Belt,"** a Salt Lake Community College course. Participants will learn Lean Six Sigma methodologies to enhance both waste reduction and process improvement skills. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,250 (\$750 per person from qualified companies). Registration deadline is Jan. 30. Details are at http://www.slcc.edu/workforce/images/wf-flyer-155green-draft-81518.pdf.

### Feb. 13, noon

**"AI and the Future of Finance,"** a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Free. Details are at siliconslopes.com.

### Feb. 13, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is Union Station, 2501 Wall Ave., Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

### Feb. 14, 11 a.m.-1 p.m.

**"Sweet Success: Growing Into Small Business,"** a Women's

Business Center of Utah event featuring a panel discussion. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$35. Details are at slchamber.com.

### Feb. 14, 6-8 p.m.

**"Business Essentials,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at https://utahsbdc.org/trainings.

### Feb. 15, 7:30 a.m.-1 p.m.

**Small Business Summit 2019**, with the theme "Ignite & Inspire," a Salt Lake Chamber event featuring an opportunity for small-business owners, managers and entrepreneurs to learn new tools, tactics and strategies; gain practical skills; and make connections to help support the growth and success of small business in Utah. Location is Marriott University Park, 480 Wakara Way, Salt Lake City. Cost is \$85 for members, \$99 for nonmembers. Details are at slchamber.com.

### Feb. 19-21

**2019 Utah Safety Conference & Expo**, presented by the Utah Safety Council and featuring keynote presentations, 40 breakout sessions, networking luncheons and an expo highlighting the latest in safety products and services. A half-day pre-conference about "Opioids in the Workplace" is scheduled for Feb. 19, noon-5 p.m. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Cost

of opioid pre-conference is \$100. Conference cost by Jan. 11 is \$200 for members, \$300 for nonmembers (prices rise by \$50 after Jan. 11); \$50 for students. Details are at http://www.utahsafetycouncil.org/content/2019-Utah-Safety-Conference-Expo.aspx.

### Feb. 19, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

### Feb. 20-21, 8 a.m.-6 p.m.

**35th Annual Investors Choice Venture Capital Conference**, a VentureCapital.org event. Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Conference cost is \$495. Ski and snowboard day is Feb. 20, 9 a.m.-4 p.m., at Snowbird (cost is \$150). Investor reception is Feb. 20, 6-8 p.m., at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City (cost is \$150). Registration can be completed at Eventbrite.com.

### Feb. 20, 9 a.m.-noon

**"Pitch Perfect: Master Your Two-Minute Funding Pitch,"** a Women's Business Center of Utah event. Location is Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at slchamber.com.

### Feb. 20, 11 a.m.-2 p.m.

2019 NUBIZ Economic

**Forecast.** Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

### Feb. 20, 5:45-6:45 p.m.

**"Grow Your Business: Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

### Feb. 20, 6-9 p.m.

**Annual Tech Tour**, a Utah Technology Council event. Location is 13693 S. 200 W., Draper. Registration can be completed at utahtech.eventbrite.com.

### Feb. 21, 11:30 a.m.-1 p.m.

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

### Feb. 23, 9-10:30 a.m.

**Annual Legislative Breakfast**, a Murray Area Chamber of Commerce event. Location is Intermountain Medical Center, 5121 S. Cottonwood St., Murray. Details are at murraychamber.org.

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## Opinion

# 'Green New Deal' likely to fail like FDR's original big-government plan

You know you've got a problem when your tax schemes are even being rejected by the French. While there's always a danger in reducing the causes of political unrest to a single issue, the plan to impose yet another regressive \$9 billion annual carbon tax proved to be a catalyst for the "yellow vest" protests that are roiling Paris.

The nonviolent version of the French carbon-tax revolt is spreading globally, too. In November, Washington state voters rejected a very well-funded effort to pass the first ballot-approved carbon tax ever. The province of Ontario is suing the Canadian government to block a federal carbon tax there. According *The Wall Street Journal*, "the issue could topple the Alberta government and perhaps Prime Minister Justin Trudeau." The *Journal* adds, "German Chancellor Angela Merkel's Energiewende — a transition to renewables that has increased dirty coal emissions and caused household energy costs to soar — has become a political liability."

The resistance comes from middle- to low-income workers. They're especially sensitive to changes in the cost and availability of energy for the simple reason that it affects so many aspects of their lives — from getting to work, especially for those

who live in rural areas, to the price of most consumer goods. It's clear that many ordinary people aren't willing to pay higher costs just to fulfill the grand visions of central planners.

In response to ongoing protests, French President Emmanuel Macron has announced he'll cancel the planned increases in fuel taxes that were supposedly going to put the country on target to hit its Paris climate accord objectives. Nevertheless, other proponents for massive tax increases are doubling down and calling for even more central planning with the hope of drastically remaking modern economies in a manner that they believe will be friendlier to the environment.

Billionaire Tom Steyer claims that the real issue highlighted by the French protesters is inequality, and that the answer isn't to stop trying to tax people into behaving in an approved manner but to ensure "unionized, living wage jobs."

I'm guessing Mr. Steyer isn't terribly familiar with France, where extreme regulatory burdens of the type he prefers already exist and make employees extremely costly. The predictable result is a ghastly 9-plus percent unemployment rate (21.5 percent for youth) that has barely budged in decades.

But Steyer, a frequent advocate of raising the cost of energy in the United States, surely sees how the unrest in France and elsewhere threatens the political viability of his agenda, which boils down to engaging in regular takedowns of natural gas and strong pushes for us to "invest in" — by which he means direct even more government spending toward — wind and solar power.

Never mind that that the natural-gas boom, by displacing reliance on dirtier coal, is part of the reason why the United States is a consistent leader in year-to-year reductions in carbon emissions. And the growth of liquefied natural gas as a U.S. export is poised to help more of the world do the same.

Others have even bigger dreams. An old hobbyhorse of the left, the so-called Green New Deal, is also getting renewed attention. As with many of the terrible ideas floating around Washington, D.C., these days, this one has found a champion in the recently elected socialist representative from New York, Alexandria Ocasio-Cortez. Like the original New Deal under President Roosevelt, it promises massive new government spending and across-the-board government interventions.

FDR's plan included compulsory unionism, attempts to establish monopolies, massive public-works projects and wage

and price controls. But his central planners lacked the knowledge necessary to control the market, as any one person or group of individuals necessarily does. Many economists now blame FDR's interventions for prolonging the downturn. A Green New Deal would almost certainly fail for the same reasons that FDR's New Deal failed and precipitate economic disaster.

Environmentalists are also using the courts to thwart energy exploration and development. Lawsuits have once again stalled the long-delayed Keystone XL project, and now the Atlantic Coast Pipeline. The latter is poised to address the mid-Atlantic's growing need for power by bringing natural gas into Virginia and North Carolina from West Virginia and has seen its construction halted on account of legal challenges.

However, using every means necessary to obstruct development of energy sources deemed insufficiently green looks increasingly like an electoral loser. Voters and taxpayers seem to have little taste for climate-change policies that raise their cost of living and hurt the economy.

Veronique de Rugy is a senior research fellow at the Mercatus Center at George Mason University in Fairfax, Virginia.

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VERONIQUE de RUGY

## Populism needs to combine disgruntled from left and right to succeed

For Steve Bannon, the way to create an enduring populist majority is to combine the forces on the left and right. That's why he was in Italy earlier this year, where parties representing those two sides joined together in a governing alliance. That's why Bannon hopes to wean some of Bernie Sanders' supporters away from the Democratic Party. But the next place where we might be watching the rise of a new left-right populism is France.



FAREED ZAKARIA

educated urbanites and less-educated rural populations appears to have become the new dividing line in Western politics. Everywhere, the "outsiders" feel ignored or looked down on. Everywhere they feel deep resentment toward metropolitan elites. It's part class, part culture, but there is a large element of economics to it as well.

The Brookings Institution has shown that since the financial crisis of 2008, 72 percent of the gains in employment have accrued to the country's top 53 metropolitan areas. To understand the structural division this causes, keep in mind that all U.S. cities together contain 62.7 percent of the population but occupy just 3.5 percent of the country's land. *The Wall Street Journal* has pointed out that the fate of urban vs. rural America has been turned on its head. In 1980, cities were dysfunctional, crime-ridden and struggling to keep people from leaving. Today they are thriving, growing and relatively safe, while rural America is wracked with problems. This urban-rural chasm is also true in France, Italy, Britain and many other Western countries.

And it's likely to get worse. Research by economists Daron Acemoglu and Pascual Restrepo suggests that the use of robots does, in fact, reduce employment — by about six workers for one machine. Further, Acemoglu and Restrepo find that, in the U.S., robots have been largely deployed in

the Midwest and the South. While metro areas usually have rich and growing creative and service industries, rural America is less likely to be home to centers of technology, entertainment, law and finance. If you go to a rural part of the Midwest, typically the main sources of employment are government and healthcare (which is also partly funded by government).

People in these areas are often described as being irrational at the ballot box.

In America, they vote against the programs that would help them and for a party that promises tax cuts for the rich and benefit cuts for the working class (i.e., them). *The New York Times'* Thomas Edsall points out that the 2017 Republican tax law essentially subsidizes companies to automate. In Europe, they adopt contradictory propos-

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## Opinion

# Student debt solution doesn't include \$80 million addition to the football stadium

In America, 11.5 percent of student debt was 90 or more days delinquent or in default last quarter. So, what does the University of Utah and the state Legislature do? They issued \$80 million in bonds to add 6,000 seats to the university's football stadium.

The university says it will pay off the bonds in 14 years. At the present time, municipal bonds are paying 4 percent interest, which means you can add another \$24 million-plus to the cost of adding those 6,000 seats. No wonder student debt is at an all-time high.

If you want to fix the problem of student debt, you have to understand the problem. Right now, there is only one other developed country that pays more for college than we do and that is Luxembourg. Today, Americans are spending \$30,000 a year to go to college. The \$30,000 includes all costs, such as tuition, books, fees, housing, food and transportation.

Higher education has been costly for as long as colleges and universities have

been around. "Gentlemen have to pay for their sons in one year more than they spent on themselves in the whole four years of their course," *The New York Times* lamented in 1875, according to an article in *The Atlantic* titled "Why Is College in America So Expensive?"



ROBERT PEMBROKE

From the same article, we learn that America's higher education system is made up of four different groups — public colleges, private colleges, nonprofit colleges and for-profit colleges. Public colleges, which include two-year and four-year community colleges, account for three out of four higher education students. These institutions are funded through state and local subsidies along with student fees and some federal aid.

The University of Utah has long relied on out-of-state students, especially foreign attendees, to help pay the freight. But because of the rising cost of tuition, books and fees, I don't think it will be a given that that strategy can be relied on in the future. Many colleges and universities are seeing

a decline in enrollment in both in-state and out-of-state students and raising the cost — as colleges and universities have done for years — will only accelerate the decline.

So, what does a college education get you these days? Not very much. Colleges and universities have been cranking out Ph.D.s with no end in sight. In my opinion, the cost of getting a doctorate cannot be judged on a profit or loss basis. Leaving college with a student debt in the six figures does not compute.

It's called decadence. "Many U.S. colleges employ armies of fundraisers, athletic staff, lawyers, admissions and financial-aid officers, diversity-and-inclusion managers, building-operation and maintenance staff, security personnel, transportation workers and food-service workers," *The Atlantic* article said.

Yes, Americans with college degrees earn 75 percent more than those who only complete high school. Over a lifetime, those with bachelor's degrees earn more than half a million dollars more than people with no college degree.

"There is no central mechanism to

control price increases," *The Atlantic* said. Small business should step in and provide that mechanism. The first thing that small business must do is to launch a nationwide advertising campaign to take the stigma out of being a plumber or electrician. The next thing small business must do is start its own trade schools or start an aggressive apprenticeship system.

In past columns, I have suggested that small business must hire its own doctors and build its own hospitals. The same can be said of higher education. Colleges and universities are not cutting the mustard.

A good friend told of an acquaintance who owned an electrical contracting business. An association to which the contractor belonged offered five scholarships to Salt Lake Community College for prospective employees. According to my friend, the electrical association is having a hard time getting applicants. This is why it's so essential to take the stigma out of being a tradesman.

Robert Pembroke is the former chairman and CEO of Pembroke's Inc. in Salt Lake City.



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## CALENDAR

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### Feb. 26, 8 a.m.-noon

**Family and Medical Leave Act Essentials**, an Employers Council event providing a step-by-step guide to simplify FMLA administration. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### Feb. 26, 10-11 a.m.

**"The Art of Negotiation,"** a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber office, 8000 S. Redwood Road, West Jordan. Free. Details are at [westjordan-chamber.com](http://westjordan-chamber.com).

### Feb. 26, 11:15 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Feb. 28-March 2

**2019 Entrepreneur & Investor Summit**, produced by BioUtah and the Center for Technology & Venture Commercialization at the University of Utah. Event includes keynote speeches from entrepreneurs and industry executives, pitches from emerging bio-science startups, and investor presentations. Feb. 28 features a VIP dinner (by invitation only) at the Cleone Peterson Eccles Alumni House, University of Utah, 155 Central Campus Drive, Salt Lake City. March 1 features the summit at the same location (agenda to be announced). March 2 is a ski day. Details to be announced.

### Feb. 28, 11:30 a.m.-1 p.m.

**VENT**, presented by the Women's Business Center of

Utah and part of a speaker series of entrepreneurs sharing stories of their failures in business and what they learned from them. Location is DevMountain, 341 Main St., Salt Lake City. Cost is \$5. Details are at [slchamber.com](http://slchamber.com).

### March 1

**"PHR/SPHR Study Programs,"** an Employers Council program running on five consecutive Fridays, 8 a.m.-4 p.m. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,395 for members; \$1,595 for nonmembers. Details are at [employerscouncil.org](http://employerscouncil.org).

### March 1, 8-10 a.m.

**First Friday Face-to-Face**, a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at <http://firstfridaysnetworking.com/>.

### March 1, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### March 1, 8:30-11:30 a.m.

**"Grow Your Business: Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

### March 5, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davis-chamberofcommerce.com](http://davis-chamberofcommerce.com).

### March 6, 9-10:30 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Presenter is Clancy Stone, business advisor at the Women's Business Center of Utah. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

### March 7, 7:30-9 a.m.

**Chamber Speaker Series**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 7, 11:30 a.m.-1 p.m.

**Strictly Networking Luncheon**, a West Jordan Chamber of Commerce event. Location to be announced. Free (pay if ordering from the menu). Details are at [westjordanchamber.com](http://westjordanchamber.com).

### March 7, 6-7:30 p.m.

**"Start Smart,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

### March 8, 7:45-9 a.m.

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 8, 8:30-11:30 a.m.

**"Grow Your Business: Phase II,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem.

Details are at <https://utahsbdc.org/trainings>.

### March 12-13

**ACG Utah 2019 Intermountain Growth Conference**. Keynote speaker is Joe Navarro, former FBI agent, author and expert on nonverbal communication. Location is Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$225 for member early-bird registration (until Jan. 11), \$275 for nonmembers, \$250 for ski conference only. Details are at <https://www.acg.org/utah/events/2019-b>.

### March 13, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is Fly High Adventure Park, 3624 S. 250 W., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### March 14, 8-11:30 a.m.

**"Recordkeeping for Human Resources,"** an Employers Council event. Location is the Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake

City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### March 14, 6-8 p.m.

**"Business Essentials,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at <https://utahsbdc.org/trainings>.

### March 19, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### March 20, 3-4:30 p.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar. Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Presenter is Clancy Stone, business advisor at the Women's Business Center of Utah. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## ZAKARIA

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als from the left and right. But this might simply reflect a more generalized anxiety, a blind search for someone, somewhere who promises them a better future.

Tom Brokaw's 1998 book, *The Greatest Generation*, is packed with stories of non-college-educated men who lived far from big cities. This was the "real America." Similar regions across France were once called "la France profonde." Today they are places of despair.

In Yuval Harari's new book, *21 Lessons for the 21st Century*, the Israeli historian makes the point that the three most powerful

20th-century ideologies — fascism, communism and democratic capitalism — put the ordinary person at the center, promising him or her a glorious future. But today, we seem to need a handful of brainiacs who will, with computers and robots, chart the course for the future. So, in France, in Britain, in the United States, the ordinary person, who doesn't have a fancy degree, who doesn't attend TED Talks, who doesn't have capital or connections, will reasonably wonder, "Where does that leave me?"

To that question, no one has a good answer.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

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## OLYMPICS

from page 1

back,' and that's pretty rare today."

Salt Lake City was selected over Denver after Reno-Tahoe ended its process earlier this year. Salt Lake City will compete with other nation's bids, with the choice for the Games being determined by the International Olympic Committee. The USOC said Salt Lake City will "represent the United States in a potential 2030 bid to host the Olympic and Paralympic Winter Games." The Salt Lake City mayor's office said the USOC has not indicated for which future Winter Games it would put forth a bid, though the next open bid will be for the 2030 Games.

Here is some of the reaction to Salt Lake City's selection by the USOC:

- "We are truly humbled and honored to be the USOC's choice to bid for a future Winter Olympic and Paralympic Games," said Salt Lake City Mayor Jackie Biskupski. "We take our role as a member of the Olympic family seriously and look forward to showing the international community how Salt Lake City is ready, willing and able to host a modern, sustainable and athlete-focused Games which further the spirit of sport and the Olympic and Paralympic movements."

- "On behalf of the state of Utah and our citizens, we appreciate the United States Olympic Committee's confidence in our ability to host a future Olympic Winter Games," said Gov. Gary R. Herbert. "Utah continues to utilize our existing, world-class sports venues to host a significant number of major international sporting events, and I can't think of a better place to host the Games."

- "We are honored and excited to be selected by the United States Olympic Committee as their next candidate city for a future Olympic and Paralympic Winter bid," said Jeff Robbins, president and CEO of the Utah Sports Commission. "We know our work begins today and we look forward to partnering with the USOC to bring an Olympic and Paralympic Winter Games back to Utah."

- "The Salt Lake Chamber and Downtown Alliance, along with the business community across the state, are thrilled the United States Olympic Committee (USOC) has chosen Salt Lake City to bid for a future Olympic Winter Games," said Derek Miller, president and CEO of the Salt Lake Chamber and Downtown Alliance and member of Utah's Olympic Exploratory Committee.

"Utah is a globally minded state and an internationally engaged state, and nothing represents internationalism better than the Olympic Games. It's undeniable that Utah is once again ready to host the world, and the Salt Lake Chamber and Utah's business community is fully engaged in presenting the best case for why Salt Lake City is still the right place."

- "We are thrilled about the possibility of hosting another Olympic and Paralympic Winter Games," said Derek Parra, 2002 gold and silver medalist, sport director at the Utah Olympic Oval and athlete representative of the Salt Lake Olympic Exploratory Committee. "Our Olympic legacy venues are alive and vibrant with winter sport programming year-round and the spirit of the Olympics has never left our hearts. The 2002 Games had such a positive effect on our state, the nation and the world, and

I hope that we can share another experience of inspiration, hope, peace and humanity with the next generation."

At the Newsmaker Breakfast, Rafferty said Utah faces challenges in hosting the Games again. They include "serious traffic issues" traveling to Olympic venues. But that also represents opportunities to improve or speed up infrastructure improvements, as was the case with TRAX being put in place prior to the 2002 Games.

"The one thing I am fearful of, and I know is coming, is a serious look at our air problem," he said. "And that will be the headline if we don't fix that. And that's a problem for everybody — for businesses in the state, for the governor and for tourism."

Salt Lake City "got a pass" from the media during the 2002 Games in the wake of the Sept. 11, 2001, terrorist attacks and the ensuing wave of patriotism, he said. That won't happen again, he said, adding that "we've got to take care of some of those issues and No. 1 is the air."

The 2002 Games resulted in "a pretty good climb" in skier-days at Utah ski areas a year or two later, he said, leading to today's industry in the state having a \$1.4 billion annual economic impact.

"If we are lucky enough to get the games in '26 or '30, it's going to be very different benefits for Salt Lake City and those Games than it was for us in 2002. In 2002, we were still not quite up there with Colorado and California. We were lower on that supermarket shelf, right? We were the brand that was down by your knees," he said.

"In 2002, we were just 17 days of a commercial for how awesome Utah and Salt Lake City is in our ski season. It put us up right there on that eyeball [level] forever and really showcased the state like never before."

A report by the Salt Lake Olympic Exploratory Committee released earlier this year indicated that hosting another Games in Salt Lake City would cost about \$1.4 billion, but it could be funded without taxpayer money. The report also showed that 89 percent of Utahns favored hosting a future Winter Games.

## CPI

from page 1

year-over-year increase is still significant at 7.9 percent.

CoreLogic has reported that Utah had the fourth-highest year-over-year home price change, well above the nationwide home price change of 5.4 percent.

"Utah's strong job market continues to drive real estate prices," said Scott Anderson, president and CEO of Zions Bank. "Even though the growth rate of housing prices may begin to slow, we anticipate that the state's rising real estate prices will continue to outpace price growth nationwide."

Contributing to climbing real estate prices are constraints on development, including availability of land for development, said Randy Shumway, chairman and partner of Cicero Group, a Salt Lake City research firm that does data gathering and analysis for the CPI.

"Housing is a product with long lead time for development," Shumway said. "The consequence of this is that you tend to have cycles as building lags demand by one to two years. Effects of added supply will not be seen until significant new housing comes online."

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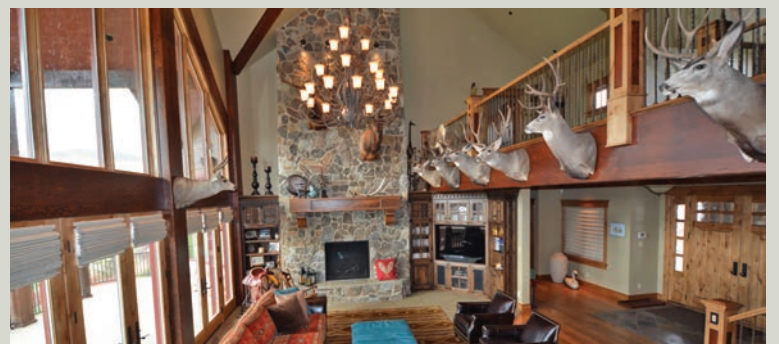


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### COLLECTIVE from page 1

ing hub in Chicago, there's a clear pattern of identifying where innovation is happening, where we can attract the right talent, and where communities and businesses are thriving and supporting each other.

"Utah is continuously ranked as one of the best states for busi-

nesses and there's a strong support system between businesses, the government and local communities. Salt Lake City is a thriving and passionate community, with a fantastic talent pool, excellent universities, and a vibrant local scene — but there's also an energy and natural beauty here that is unmatched."

The Utah expansion will be led by Scott Murray, who has joined the company as senior vice president of operations.

He previously spent more than 15 years at eBay, where he was vice president of customer service product and technology solutions and played a key role in eBay's expansion in Utah.

"Customers want and deserve a better healthcare experience. Collective Health is leading the way to make this a reality," Murray said. "The company has experienced exponential growth while protecting and increasing the trust of its members. I'm thrilled to be a part of the industry transformation Collective Health is driving."

Representatives from EDCUtah and GOED met with the company's co-founder and CEO, Ali Diab, in January 2017 as part of EDCUtah's global strategy and outreach (GS&O) efforts. A subsequent meeting in February of this year formerly established what was code-named Project Genie. It was renamed Project Barkley in the summer when the company hired a site-selection group to evaluate several West Coast markets. EDCUtah and GOED pitched Utah during three site visits, multiple research reports, and a visit by Gov. Gary R. Herbert to Collective Health's San Francisco headquarters.

"We are thrilled that Collective Health has chosen Utah for its most recent expansion," said Theresa Foxley, EDCUtah's president and CEO. "Utah continues to find success with companies that are a

blend of two strong industries in Utah, and Collective Health is no exception."

"Collective Health is modernizing the health insurance industry, and we could not be more excited that they have selected Utah to expand their operations," said Val Hale, GOED's executive director. "Their customer-focused approach is helping individuals achieve better healthcare and helping a broad spectrum of industries achieve a healthier workforce. We welcome them to the state."

Collective Health said its platform approach and member service has helped employers better manage and reduce healthcare costs. A report released earlier this year by the company revealed a 0.3 percent decrease in year-over-year costs for clients who had been on the platform for at least two years.

"When we set out five years ago, we had a hypothesis that by applying the latest enterprise software technology and user experience design, we could empower American employers to take the reins of their \$1.2 trillion in annual healthcare spend," Diab said. "Five years on, self-insured employers are using Collective Health at an accelerating and national scale to take control of their healthcare investments. Employers recognize the power and value that our modern technology plat-

form and large-scale data science capabilities provide, including the flexibility and transparency they need to deliver an unmatched health benefits experience to their people while making their employee healthcare budgets go as far as they possibly can."

The company has expanded its partner ecosystem, now with more than 140 health partnerships, and enabled more than 600 integrations in conjunction with its customers. By centralizing data feeds across its platform, Collective Health said, the company allows clients to save time and costs while harnessing the latest innovations to address common health issues like behavioral health, maternity and fertility, and more.

"By building our technology from the ground up, Collective Health is able to simplify complex healthcare experiences and burdensome administration," said Dr. Rajaie Batniji, co-founder and chief health officer of Collective Health. "The Collective Health platform brings clarity and streamlines benefits so members can intuitively navigate the healthcare system and take advantage of the programs being offered by employers. The proof points we demonstrated across experience, engagement and cost management are leading to increased interest and adoption from companies of all sizes, and across all industries."



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