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America First Credit Union donated \$250,000 to the Utah Food Bank as part of its emergency aid allocation that totaled \$1 million. (Photo courtesy AFCU)

## America First steps up with emergency food aid

**Peri Kinder**  
The City Journals

With depleted pantries and a high demand for food this Thanksgiving, America First Credit Union allocated \$1 million to support 18 charities, including 10 in Utah. The AFCU emergency food aid comes after a federal government shutdown impacted families who didn't receive SNAP benefits or who were furloughed from their jobs.

"The shutdown has passed but the need has not," said Thayne Shaffer, AFCU president and CEO. "Responding to com-

munity challenges is central to who we are as an organization. We're moving rapidly to answer those needs and especially to support the military servicemembers and public servants who have been with us since America First was founded."

Support from AFCU will help organizations address immediate food needs as families in Utah wait for furlough backpay and delayed SNAP benefits. Food pantries have reported record demand and a surge in first-time visitors as they head into the busiest time of year.

The \$1 million in food assistance will be distributed to long-standing partner food banks and other organizations across

the Southwest. In Utah, support will go to Cathedral of the Madeleine Good Samaritan Program, Catholic Community Services of Utah, The Christmas Box International, For The Kids, Lantern House, The Road Home, The Society of St. Vincent de Paul, Tabitha's Way Local Food Pantry, Utah Food Bank and YCC of Northern Utah.

In addition to food assistance, the credit union has provided more than \$2 million in zero-interest furlough loans to federal employees since October.

"Families will start seeing paychecks

**see FOOD AID page 2**

## SALT LAKE BUSINESS JOURNAL Focus



### Mining

F Section

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## Utah's population projected to reach 5.6 million by 2065

Utah will have a population increase equal to the total number of people in today's Idaho over the next four decades. That's the conclusion of long-term planning projections released recently by the Kem C. Gardner Policy Institute at the University of Utah.

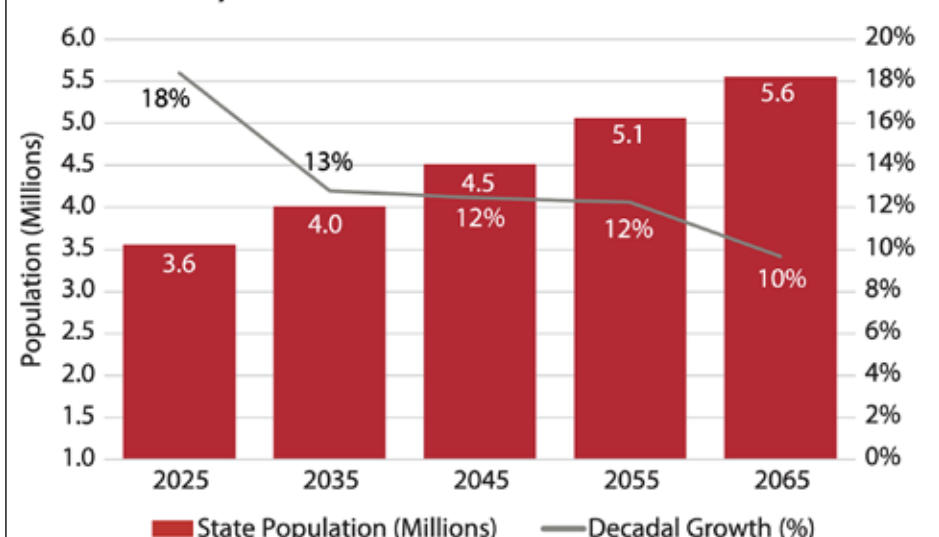
The new study said the state's population will increase from its current nearly 3.6 million residents to 5.6 million, an increase of 2 million people, by 2065.

The projections release follows a 15-month development process and review by several state agencies and stakeholders.

"Utah's growth over the next 40 years is characterized by record levels of net in-migration, declining natural change (births minus deaths), an aging population and continuing urbanization," said Mallo-

**see POPULATION page 2**

**Figure 1: Utah Projected Total Population and Decadal Growth Rates, 2025-2065**



Source: Kem C. Gardner Policy Institute, 2025-2065 Projections

## FOOD AID

from page 1

and benefits again soon, but the financial strain won't disappear overnight," said Amber Greenwell, director of the America First Charitable Foundation. "Food banks and those they serve will continue feeling the pressure for months. We want to make sure they have the resources they need to help people get back on their feet."

Numerous hunger-relief organizations have indicated that recovery will take time as federal and state employees work through backlogs and as households recover from weeks without income.

AFCU Director of Public Relations Dave Nellis had the enviable job of distributing 200 turkeys to Hill Air Force Base (through a partnership with P&G) and delivering checks to nonprofit organizations.

"We're going to centers where there's food, and you look at their pantries, you look at the shelves that are stocked, you

look at what the need is, and you look at how they're gearing up to help people out," Nellis said. "You see not only the need, but you see the level of community volunteers stepping up to help."

AFCU officials said this rapid response aligns with the organization's commitment to supporting community stability. Its charitable foundation partners with hundreds of nonprofits that provide housing, crisis support, essential services and food.

"We've been doing check presentations and we've not told the recipients how much they're getting. They're used to contribution levels of \$5,000 or \$10,000, so when you walk in with a check for \$50,000 or \$75,000, it's priceless," Nellis said. "We've not told the recipients how much they're getting because we want to see the expression on their faces. It's gratifying for them and it's gratifying for us to know that we're meeting each other in the middle to bless the community."

AFCU has 116 locations across Arizona, California, Idaho, Nevada, New Mexico and Utah, with more than 1.5 million members. Learn more at [americafirst.com](http://americafirst.com).

## POPULATION

from page 1

ry Bateman, director of demographic research at the Gardner Institute. "The Utah economy plays a vital role, with the health care, professional services, finance and construction industries leading growth through 2065. By the end of the planning horizon, Utah's population will be larger, older and more urban, with a service-oriented economy that remains well-diversified."

Wasatch County will lead the state in the average annual rate of population change over the next four decades with a 1.9 percent growth rate, according to the projection. Utah County (1.7 percent), Washington County (1.5 percent), Tooele County (1.5 percent), Morgan County (1.5 percent) and Iron County (1.4 percent) will follow closely behind.

Continued employment growth and industry diversification will result in the addition of 1.2 million jobs over the projection period. Industries with the largest increases will be health care and social assistance; professional, scientific and technical services; and finance and insurance.

Study authors said that, except for eight years in the 2030s, net migration will drive population growth statewide. Economic growth, combined with declining fertility and an aging population, will drive this trend.

Statewide, projected population growth coincides with substantial household growth, from 1.2 million in 2025 to 2.3 million in 2065. Meanwhile, decreasing household sizes driven by an aging population will continue, with a typical Utah household decreasing from nearly 3 people in 2025 to 2.3 in 2065.

Utah's median age will increase substantially in 40 years, from 32.8 in 2025 to 45.3 in 2065, the result of both declining fertility rates and an aging population. The population age 65 and over will increase from one-in-eight residents to nearly one-in-four Utahns by 2065, while the number of centenarians (Utahns over the age of 100) will increase from an estimated 385 in 2025, to approximately 12,500 in 2065.

In 2065, Salt Lake County will still be the most populated county in the state with a projected 1.6 million residents, with Utah County closely trailing at 1.5 million.

Salt Lake County will remain the state's economic center, adding approximately 600,000 new jobs over the projection period.

The numbers released in the projection will be the official data by which state agencies will plan for the future, the Gardner Institute said in a statement accompanying the release.

The full report can be accessed through the Gardner Institute website at [gardner.utah.edu](http://gardner.utah.edu).

## Indoor drive-thru aims to resolve traffic flow and improve patient access

Cassie Goff  
The City Journals

Wait times are anticipated to drop to under two minutes for medical cannabis patients as WholesomeCo Cannabis's new indoor drive-thru and express pick-up facilities officially opened to the public on Nov. 12.

"We want to meet patients where they are on their personal journeys," said Chris Jeffery, CEO and co-founder.

With WholesomeCo Cannabis' newly constructed express pickup window, patients can order ahead through the WholesomeCo app or website, check in with their valid ID and medical card, and carry on through their order transaction — all without having to wait in line for new patients wanting to consult with a pharmacist.

"Our wait times are cut in half," said Sarah Stokes, vice president of demand operations.

After months of construction, air quality filtration implementation, control testing and traffic adapting, the company's indoor drive-thru is ready to service up to 14 cars at a time.

The indoor drive-thru can be located on the West side of the company's main building through the warehouse bay doors. Upon entering, drivers are steered toward one of two lanes, depending on vehicle size, before beginning the turn around the semi-circle that makes up the indoor drive-thru.

"Most people decide not to drive into buildings," Stokes joked. "Here, we are encouraging it."

Drivers will first approach a check-in station where members of the WholesomeCo Cannabis team confirm order and pickup details. Then, drivers follow the drive-thru path to the second and final stop — the

order pickup area where WholesomeCo agents deliver products window-side. In essence, drivers round a semi-circle drive-thru with one stop to check in and pay and one stop to pick up their order.

"Our drive-thru facility was designed with accessibility in mind," Stokes said.

The first-of-its-kind indoor drive-thru wasn't born out of a fever dream. It developed as a brainstormed solution to a long-standing problem. The company's main building is located within a shopping center and sits between a Lowe's and Costco parking lot.

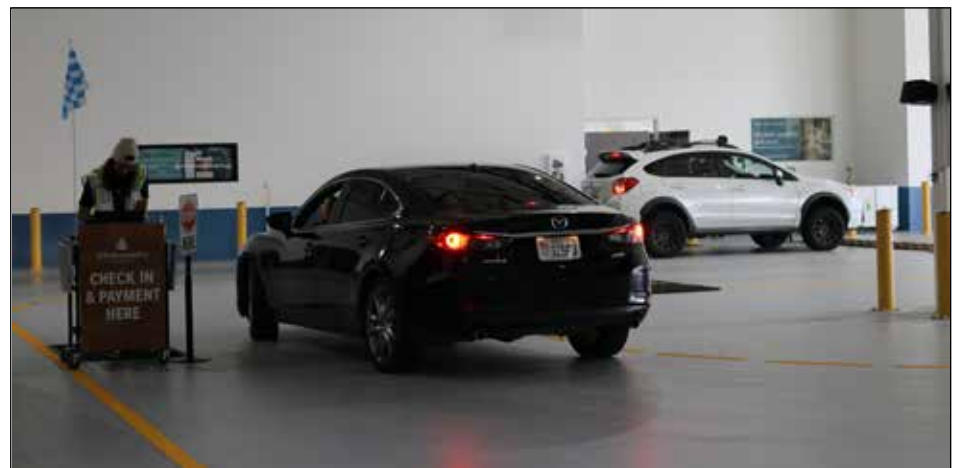
The contributing factors of growing popularity for the medical cannabis industry within the state and the limited parking (and drive-up) space resulted in traffic lining up for WholesomeCo Cannabis not only through the shopping plaza lots, but onto the main city intersection (along 500 W. 100 N.).

"We were landlocked with traffic blocking access to the point where West Bountiful PD said we needed to figure something out," said Tyler Stark, director of demand marketing.

Designing and constructing an indoor drive-thru was an all-hands-on-deck situation for WholesomeCo Cannabis' team. Clients and partners, working together to ensure adequate accessibility for patients, collaborated with city officials and architects, working to ensure compliance with development and infrastructure codes.

"Every department has had a hand in the process and willingness to collaborate," said Derek Dilley, vice president of supply operations.

The indoor drive-thru and express pickup window hours will be open from 8 a.m.-9 p.m. Mondays through Saturdays and 9 a.m.-6 p.m. Sundays. WholesomeCo Cannabis is located at 580 W. 100 N., Bountiful.



With air filtration a major focal point of construction, this new indoor drive-thru facility can allow 14 cars to idle for over 30 minutes. (Cassie Goff/The City Journals)

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# Podcasters: Culture key to addressing mine workforce issues

**Brice Wallace**

*Salt Lake Business Journal*

The pay is good. The job openings exist. So what's keeping people — especially young people — from considering mining as a career?

For Derek Grover and Dino Brunson, the answer is obvious. The co-hosts of the "Mining Minds" podcast believe culture has an overwhelming impact on attracting and retaining workers.

Speaking at the Utah Mining Association's annual conference in Salt Lake City, the pair encouraged mining officials to reflect on, and improve, the culture they have at their companies.

"We know that [staff in] the mining industry makes great money, but that's not enough to keep our people," Brunson said.

"We can compete in wages," Grover said. "You've seen people that jump from one job to another for a quarter more or a dollar more. But really, we're competing on a cultural level, especially in the western United States. We're competing to be best-in-class bosses or supervisors or managers."

Grover said workforce development "is a big animal" in the industry.

"You can have all the technology in the world, you can have all the potential of investing, but you still need people," he told the audience. "You still need the people in this room to drive those results that you're looking for."

The need for people is not unique to the mining industry but certainly exists. TPD reported in February that the U.S. mining sector faces a projected shortage of 27,000 skilled workers in the next five years, according to the Mining Association of America.

TDP also cites a survey by the Society for Mining, Metallurgy & Exploration in which 68 percent of young professionals perceive mining as environmentally harmful, only 12 percent of college stu-

dents understand the technological advancements in modern mining, and 74 percent of potential applicants underestimate the average mining industry salary by \$20,000 or more.

Some of the issues stem from the industry's remote locations. Forty-three percent of qualified candidates decline mining positions due to remote work locations, although housing incentives increase acceptance rates by 38 percent for remote mining operations. And companies offering rotation schedules see 27 percent higher retention rates than those requiring permanent relocation, according to that Society survey.

What's at stake? During the conference, statistics showed that mineral production is a \$4.5 billion industry in Utah. Extractive and energy operations contribute a total of \$22.7 billion of combined GDP, or 10.3 percent of the state's GDP total. Utah also is home to a combined 162,000 direct and indirect jobs in those industries, which pay 51 percent higher wages than the Utah average.

A main issue is that nearly one-fifth of the mining industry workforce is between the ages of 55 and 64 and likely to retire soon.

"Here in the next five to seven years, we've got 20 percent of our workforce leaving the industry," Brunson said. "How are we going to backfill that? Everything is lining up for the mineral prices and the companies to make a lot of money, but we don't have the people."

Employee turnover rates also have reached 24 percent to 30 percent at mine locations, he added. "Automation is not there 100 percent yet," he said, "so we're going to need the people."

And, Grover noted, "you can't automate culture."

To make changes, the pair said, companies need to reflect on their current operations. Brunson said management should think about their first job or where they felt the most valued, and then try to

re-create that for their employees. They should work to build and retain trust, constantly be engaged, and set an example for their workers.

"Are you showing up excited? Are you showing up interested? Are you showing up ready to go to work and engaged?" Grover asked. "Those are questions I think we need to ask ourselves, and we only get asked these questions if we reflect a little bit. Too oftentimes we're looking to the future, too oftentimes we're focused on tons or running fast or what's my spreadsheet look like and how quickly can I get it done. But how often do we reflect? In order to understand where we're going, we have to understand where we've been, both the successes and the failures."

The underlying thinking is that good culture attracts and keeps good people, which drives great results. The pair has seen contrasts among companies and their culture-boosting efforts. In one case, the culture was focused on procedures and standards. But another had an official who listened to his workers, and the employee-driven mine is having "a ton of success," Brunson said. "The returns to their investors is over 600 percent. I mean, just phenomenal things that culture can do at your mine site. ... I've seen a world-class culture in Nevada produce unbelievable results, not just from the mineral price but a quality-of-life perspective."

Other elements of good culture are supervisors being in the field, "where everything happens," Brunson said; providing mentorship and passing down the know-how from "the old souls" aging out of the industry; and even showing pride of being a miner to young people and people outside the industry.

"Are we preparing ourselves well enough?" Brunson asked. "If we weren't here tomorrow, are we handing over a well-oiled machine to the next generation?"

"You can talk about 30 different things in workforce development, but when you

start to do your root cause and start to go down that rabbit hole, it always depends on the people," Grover said. "Regardless of what you're doing, it's always going to be that human element that you're going to need to support."

Workforce issues also were part of a panel discussion later in the conference, but it focused on trucking.

"Just like you guys are facing workforce shortages, the truck driving industry is challenging," said Andy Pierucci, manager of government affairs at Savage, adding that companies are offering major employment incentives, reimbursements for relocation costs, and working with schools to develop a talent pipeline as ways to address the issue.

Ryan Barney, vice president of Barney Trucking, said truckers in the mining industry work with very specialized equipment. "If they're able to go and pick a job that's relatively convenient and easy, as opposed to doing something like this, it's difficult to overcome sometimes," he said.

Ben Hart, executive director of the Utah Inland Port Authority, said a growing trend is more people "working with their hands again." While a need exists for people equipped with four-year degrees, not everyone is ready for or wants to attend college, he said.

"You've got to have a diversity in terms of what the workforce offers," Hart said. "I think we're getting better at that in the state of Utah. I think previously, in prior generations, I think it was kind of, in some ways, looked down upon if you decided you wanted to go to a trade school. That's not where we need to be. That's not going to serve our economy."

"Not everybody can be a doctor or a lawyer, and we have really good-paying jobs in our industry," said Keith Jensen, vice president of Jackson Group Peterbilt. Products need to move from mines to markets, he said, "so we need people to do that, or we're all in trouble."

## Kennecott signs lease with Texas wind farm

**Alixel Cabrera**

*Utah News Dispatch*

Amid an effort to become carbon neutral by 2050, Rio Tinto Kennecott signed a 15-year agreement with a clean energy company to purchase power from a newly completed wind farm in Texas.

TerraGen, a renewable energy developer, recently opened the Monte Cristo I Windpower Project in Hidalgo County, Texas. The facility has a 238.5-megawatt capacity — equivalent to powering

81,000 homes a year. And, 78.5 of those megawatts are committed to the copper mine outside Salt Lake City.

The agreement strengthens the company's renewable energy portfolio in the country, Rio Tinto Kennecott Managing Director Nate Foster said in a statement.

It's the latest in a series of renewable energy projects for Kennecott, following the installation of a 5MW solar plant in 2023, and a second 25MW solar plant nearing completion, Foster wrote. "We continue to look for ways to power our operations while also lowering our emis-

sions to help achieve Rio Tinto's long-term decarbonisation goals."

Kennecott's Bingham Canyon mine has been in operation for over 120 years and currently is ready to remain active until 2026. Up until recently, there were plans in place to extend mining until 2032, but the company is also preparing feasibility studies to prolong the mine's life until 2040.

The agreement also follows a switch to renewable diesel to power haul trucks and other heavy machinery equipment at the open-pit mine. In the past, the company

also made efforts to reduce emissions, including the full closure of its coal-powered energy plant in 2019 in favor of solar and wind power sources.

"Around 78 percent of the electricity Rio Tinto uses globally comes from renewable sources, and the company is making investment and supply decisions to increase this to around 90 percent by 2030," Rio Tinto said in a news release.

*This article was originally published in the Utah News Dispatch on Nov. 17, 2025. [www.utahnewsdispatch.com](http://www.utahnewsdispatch.com)*



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# Tips and information for booking holiday flights

The holiday season is one of the busiest travel periods of the year. Airports are bustling, flights are packed, and travelers are often in a rush to secure their trips before prices skyrocket. While booking a flight may seem straightforward, the reality is far more complex! Many travelers focus solely on the advertised ticket price, only to discover hidden fees that turn their budget-friendly getaway into a ridiculously expensive ordeal.

From baggage charges to sneaky service fees, these costs can add up quickly if you're not careful. As the chief information officer at SlickTrip (a leading flight price drop website), I've seen firsthand a number of hidden fees and pitfalls that coincide with holiday flights. By understanding these common traps, you can make smarter decisions, avoid surprises, and save both money and stress during the busiest travel season of the year.

## Airline ticket price tricks Base fare vs. total fare

One of the most common pitfalls travelers experience when booking flights is the difference between the advertised base fare and the total fare. Airlines often display a low ticket price to attract attention, but this number rarely reflects the full cost of your trip. Taxes, surcharges and additional fees (such as airport fees or security charges) are often tacked on later in the booking process. The result? A fare that was initially affordable suddenly ballooned by hundreds of dollars. So always check the "total price" before finalizing your purchase.

## Dynamic pricing and "urgency tactics"

Airlines also use dynamic pricing algorithms that adjust ticket costs based on demand, time and even your browsing history. You may notice that the same flight seems cheaper if you clear your browser cookies or wait a day to book, but there's no guarantee. On top of this, countdown clocks and limited-seat warnings are designed to pressure travelers into making quick decisions. While some urgency may be genuine, it's important to stay calm, compare options and avoid panic purchases.

## Baggage and carry-on fees (see sidebar with this story)

Baggage fees are a major contributor to hidden costs. While some airlines allow a free checked bag, many low-cost carriers charge per bag, which can really increase the total flight price during the holiday season. Weight limits also vary between airlines, and exceeding these limits can result in steep overweight fees. To avoid surprises, review the airline's baggage policy carefully and weigh your luggage before arriving at the airport.

## Carry-on and personal item fees

In recent years, some budget airlines have even started charging for carry-on or personal items, which was free in the past. A small backpack or purse may be included, but larger carry-ons could incur fees. These fees can sneak up on unsuspecting travelers during the holiday travel season, as planes are crowded and overhead space is limited. To avoid extra charges, consider packing efficiently or choosing an airline with more generous carry-on allowances.

## Seat assignment fees

Many airlines now charge for seat selection, even for standard seats. While window or aisle seats are popular, some carriers require you to pay extra to reserve them (especially on long-haul flights). When flights are fuller than usual during the holiday season, paying for a preferred seat may feel unavoidable. Just keep in mind that this additional cost can really inflate the total cost of your flight.

## Priority boarding or fast-track fees

Additional services like priority boarding or fast-track security are convenient, but they often come with a price tag. During the holiday rush, these optional extras can feel necessary if you want to avoid long lines or guarantee overhead bin space. Being aware of these fees ahead of time will help you consider whether the convenience is worth the cost.

## Booking through third-party sites

Many travelers turn to third-party booking platforms for convenience or slightly lower prices. However, these sites may add extra fees for credit card payments, cancellations or customer service. In some cases, airlines them-

selves may charge higher fees if they need to process changes through a third-party booking. Always check the terms and compare total costs before finalizing your reservation.

## Foreign transaction or currency conversion fees

For international travel, foreign transaction and currency conversion fees can add unexpected costs. Paying in a foreign currency or using certain credit cards may result in a percentage-based fee on top of the ticket price. So check with your bank or credit card provider to understand any additional charges before booking.

## Inflexible change or cancellation policies

One of the biggest hidden pitfalls when booking flights are restrictive change or cancellation policies. Many low-cost fares are non-refundable and may charge substantial fees for itinerary changes. During the unpredictable holiday season, flight changes may become necessary due to delays, cancel-

lations or personal circumstances. Understanding these policies can prevent a small adjustment from turning into a major expense.

## Misleading promotions and "free" offers

Watch out for promotions or loyalty program offers that appear "free" but come with hidden costs. For example, bonus points, free checked bags or discounted upgrades may require meeting specific conditions or making purchases elsewhere. Read the fine print to ensure you aren't accidentally paying more for what was advertised as a perk.

Jeremy Greenburg is the chief information officer at SlickTrip, an online platform that instantly compares top travel sites and alerts you the moment flight prices drop. In his role, Greenburg educates others on travel trends, travel tech innovation, and real-time data systems. Explore flexible flight combinations, spot the cheapest travel dates with color-coded calendars, and view detailed seat maps to pick the best spot on the plane. <https://slicktrip.com/>

## Pay for the bags, but keep your shoes on

First the good news for airline travelers: New rules from the U.S. Department of Homeland Security no longer require you to remove your shoes when passing through security lines. And some airports no longer require you to take off your belts to put them through X-ray machines. That rule can vary from airport to airport, but in many, you can keep both your shoes and your belts on.

But now the bad news: Bags no longer fly free, as Southwest Airlines finally ended that policy. So here's the breakdown on baggage costs per airline:

AIRLINE	FIRST BAG	SECOND BAG
Alaska	\$35	\$45
American	\$35-40	\$45
Breeze	\$35-75	\$55-75
Delta	\$35	\$45
Frontier	\$34-99	\$59-89
JetBlue	\$35-50	\$50-70
Southwest	\$35	\$45
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## Expanded terminal planned in Wellington

FourPoints Resources and Energy Transfer LP have agreed to expand the Price River Terminal in Wellington, Utah. The plan is to double the terminal's export capacity and help deliverability of American Premium Uinta crude to refineries around the country.

Officials said the terminal expansion will feature a newly constructed continuous loop track and a railcar load rack capable of loading 140,000 barrels of oil per day. The new station will include nine new rail loading arms, four additional truck offload lanes and increased pump capacity. Expansion is expected to be completed by the fourth quarter of 2026.

"Subject to receipt of necessary third-party and government approvals,

FourPoint will secure capacity totaling 50,000 barrels of oil per day at the Price River Terminal," said Tripp Kerr, vice president of marketing at FourPoint. "Energy Transfer is an exceptional mid-stream company and their commitment to this project and reliable flow assurance will be critical to our growth strategy in the basin."

Going forward, FourPoint will market the crude as American Premium Uinta (APU) — a name that reflects the quality of the unique resource with one of the highest paraffinic contents among crude oil produced in the United States. APU is a premium, light-grade, paraffinic crude oil with low impurities like sulfur and metals, making it a cleaner, more efficient

feedstock for refiners, officials said.

"We're focused on developing a robust and consistent production base in the Uinta Basin coupled with supporting logistics that enable us to move significant, reliable volumes of American Premium Uinta to both traditional markets in Salt Lake City and new markets beyond the basin," said George Solich, CEO and chairman of FourPoint. "As volatility continues to disrupt foreign crude imports, APU offers American refineries a premium, domestic alternative. This terminal expansion strengthens our ability to deliver that product consistently and at scale — supporting energy independence and fueling the production of American-made goods with American crude."

As the energy landscape continues to shift, the Uinta Basin has emerged as one of the few regions in the Lower 48 positioned for meaningful production growth. Unlike other major U.S. basins facing declining output, the Uinta Basin is a uniquely resource-rich region with a long runway of remaining Tier 1 drilling locations.

Eric Eichler, chief operating officer of FourPoint, said, "The Uinta Basin offers exceptional development potential, with strong well performance, multiple stacked horizontal targets, and competitive well costs — characteristics comparable to what we see in the Permian. With a deep, high-quality inventory base and expansion into new markets, the Uinta is primed for meaningful production growth."

## SLC's rPlus Energies expands Idaho presence with two acquisitions

Salt Lake City-based rPlus Energies has acquired two solar and energy storage projects near Boise, Idaho.

The projects, Blacks Creek Energy Center and Bluebird Solar, together represent a combined 900 megawatts (MW) of energy and storage capacity. The acquisition makes rPlus Energies Idaho's largest solar and storage developer, the company said.

Blacks Creek Energy Center, acquired from Qcells, includes 400 MW of solar and an additional phase with 200 MW of storage. Bluebird Solar, acquired from Mission Clean Energy, includes 200 MW of solar and 100 MW of storage. The projects are slated to come online in 2027 and 2028, respectively.

Qcells is an international energy company with U.S. headquarters in Irvine, California, while Mission Clean Energy is based in San Francisco.

These projects build on rPlus Energies' existing presence in Ada County, which, in addition to its downtown Boise office, includes Pleasant Valley Solar 1, developed by rPlus Energies with a minority ownership stake, and Pleasant Valley Solar 2, which is under construction and fully owned by the company. Collectively, the four developments represent more

than \$1.4 billion in planned investment and over 1.2 GW of solar and storage capacity in the region.

"Idaho represents one of the most exciting frontiers for energy in the American West," said Luigi Resta, president and CEO of rPlus Energies. "Through these projects, we're investing in the communities that are powering the region's next generation of growth and delivering the reliable, homegrown energy that Idaho and its businesses deserve."

"Idaho is proving that economic growth and responsible energy development go hand in hand," said Bobbi-Jo Meuleman, president and CEO of the Boise Metro Chamber. "We're proud to see companies like rPlus Energies investing in the infrastructure that keeps Treasure Valley competitive and powered for the future."

Founded in 2018, rPlus Energies works to develop, own and operate large-scale renewable energy generation and electric storage projects in the United States. The company specializes in bringing projects to market through partnership with the private sector, municipalities, utilities and technology, service and finance providers. Its portfolio is a mix of solar, battery and pumped storage hydro facilities.

## Los Angeles VC firm acquires Provo's Exit Ventures

Exit Ventures, a Provo-based early-stage venture capital firm focused on energy, AI infrastructure and sustainable materials, has been acquired by KittyHawk Ventures of Los Angeles. Exit Ventures founder Paul Burgon will join Kitty Hawk as a partner.

Founded in 2015, KittyHawk focuses on AI, energy, aerospace, blockchain, health care and robotics, targeting frontier markets projected to exceed \$3 trillion by 2025, the firm said in a release.

"The acquisition of Exit Ventures brings a highly complementary portfolio of energy, climate and AI infrastructure companies and relationships that will immediately strengthen KittyHawk's platform," said Will Weisman, founder and managing partner of KittyHawk. "By combining our firms, we're expanding our reach into some of the most critical frontier markets. Paul's proven ability to create strategic exits and his unmatched network of corporate and strategic investors will be invaluable in accelerating outcomes for both our new and existing founders and investors. This combination positions KittyHawk at the forefront of next-generation energy and climate innovation."

Burgon has led nearly 100 mergers, acquisitions and corporate venture capital investments. He co-created the Danaher acquisition and corporate venture system, recognized as one of the most successful in the U.S. His career spans senior leadership roles at Danaher, Steel Partners and SWK Holdings, as well as serving as CEO of a climate tech startup.

"I am honored to join KittyHawk and look forward to collaborating with this amazing team," said Burgon. "I was drawn to KittyHawk's commitment to highly disruptive technologies that address critical global issues and massive markets. I'm especially excited to bring the Exit Ventures portfolio into KittyHawk, where these companies will benefit from the firm's global platform and resources. Together, we can accelerate commercialization of critical technologies, create meaningful liquidity for founders and investors, and drive real impact."

In addition to its headquarters in Los Angeles, KittyHawk has offices in San Francisco, Salt Lake City, Austin, New York, London, the UAE, Riyadh and Australia.

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# Ski resorts awash in customer enhancements

New lifts, base area developments and elevated guest experiences highlight some of the improvements and enhancements at Utah ski resorts for the 2025-26 season. As Ski Utah noted, “the industry is looking not just at what’s next but at what’s never been done before.”

Changes at the resorts this season include, in alphabetical order:

## Alta Ski Area

At press time, a project to realign the Supreme chairlift was on track for completion in time for the 2025-26 season. This summer, Alta Ski Area broke ground on an expansion to the existing Albion Day Lodge. Projected for completion in the 2026-27 ski season, the expansion will provide additional dining space for skiers, a new home for the Alta Java coffee shop, administrative offices and employee housing. Four new Wyssen towers installed in the Devil’s Castle and Sugarloaf Peak area will assist Alta Ski Patrol with avalanche mitigation.

## Beaver Mountain

A brand-new day lodge will debut this season. Known as Marge’s Cabin, the facility honors Beaver Mountain matriarch Marge Seeholzer and incorporates the original lodge’s historic fir siding.

## Brian Head Resort

The resort is investing more than \$1.4 million in upgrades for the 2025-26 season. Enhancements include expanded snowmaking, new gladed runs, upgraded rentals and new ski patrol equipment.

This year, expanded snowmaking on Navajo Mountain will allow more beginner and intermediate terrain to open earlier and stay open later. Guests will also discover new gladed terrain on Navajo Mountain. Rental services are being refreshed with more than 400 new skis and 250 snowboards.

Snowmaking and grooming improvements allowed Brian Head last winter to set a record with 181 skiable days.

## Brighton

Brighton’s enhancements include the Waffle House, a new slopeside stop, which will dish out waffles and warm drinks in the base area. The Snake Creek Gondola Cabins outside Snake Creek Lodge will offer guests private outdoor seating and heated interiors. Snowmaking capabilities in the Snake Creek zone have also been enhanced. Guests also can look forward to the Holiday House, a mid-mountain Christmas-themed cabin near Crest 6, with food and beverage service and indoor seating.

## Deer Valley Resort

Deer Valley skiing has more than doubled in size and this winter will debut seven new chairlifts — including the East Village Express, a 10-passenger gondola



Many Utah ski areas have made improvements or additions in anticipation of the 2025-26 season. Now all they need is some snow storms to cover the slopes. (Adobe Stock image)

linking the new East Village to Park Peak. Since December 2024, Deer Valley has added 10 new lifts and now features 31 total lifts, 202 ski runs and 4,300 skiable acres. An automated snowmaking system and an average of 300 inches of annual snowfall ensure consistent snow coverage across the expanded terrain. The Deer Valley East Village will offer 1,200 day-skier parking spaces this ski season. The changes are part of Deer Valley’s “Expanded Excellence” initiative, which encompasses more than doubling the resort’s skiable terrain, upgrading key infrastructure, and reimagining Snow Park.

## Eagle Point

The addition of the upscale Polestar condominium buildings provides direct trailside access just above the Tunnel Vision underpass. A fitness center at Canyonside Lodge is new this season. The fitness center is available to all guests, with complimentary access for those staying at Eagle Point Resort-managed properties.

## Nordic Valley

The resort has begun a complete tune-up of its snowmaking system to maximize the current infrastructure, build a better base, and give guests more days on the mountain. The activity will also provide more coverage for better access to the Nordic Express. The eight-week kids program will return for the 2025-26 season, with the same instructor each week and eight total sessions.

## Park City Mountain

PCM will debut the Sunrise Gondola, a high-speed, 10-person lift that will streamline the ride to Red Pine Lodge and the resort’s improved beginner terrain. Guests can also enjoy the launch of Orange Bubble Bite, a new signature treat available at select mountain dining spots. Snowmaking improvements include the replacement of about 1,400 feet of old snowmaking pipe and adding about 700 feet of new pipe throughout the resort.

At Red Pine Lodge, a reimagined Ski & Ride School zone features a new beginner area with varied terrain, playful features, and two magic carpets for a seamless learning progression. Just steps away, a new children’s lunchroom inside Red Pine Lodge offers a dedicated space to recharge between runs.

## Powder Mountain

The resort’s major perks for 2025-26 passholders include eight half-price Buddy Tickets with no blackout dates and early-morning lift access off Hidden Lake on select dates. Passholders will also enjoy 20 percent off lessons, rentals, retail and dining, plus a free OpenSnow account, UTA Ski Bus access and unlimited skiing from 9 a.m.-9 p.m.

The resort is in the planning and construction stages of a new triple lift in Wolf Canyon that will offer lift access into the “DMI” area for the first time. The new lift will add 900 acres of lift-served and 147 acres of hike-to access, for a total of 1,047 acres of public advanced terrain. DMI will not open this season.

Powder is also expanding its learn-to-ski offerings, with affordable first-time group lessons and private evening lessons under the lights on the Sundown lift.

## Snowbasin Resort

Snowbasin has executed a full replacement and enhancement of one of the resort’s legendary chairs, Becker Lift, originally installed in 1986. The now-high-speed, detachable quad will reduce ride time from 12 minutes to under seven and have the ability to transport around 1,800 riders every hour. As part of this project, the bottom terminal of Becker will be relocated closer to Wildcat Express.

To further enhance beginner and family skiing and riding, Snowbasin will complete a major regrade of the Bear Hollow trail, which will result in a widened trail base, improved visibility, expanded usable space and promoting safer interactions between guests of varying skill levels.

The upcoming season will mark the debut of RFID gate access across all base-area lifts at Snowbasin. The hands-free system is compatible with all Snowbasin season passes, day tickets, Mountain Collective and Ikon passes and aims to streamline lift entry, reduce wait times by up to 25 percent, and minimize congestion at base zones.

## Snowbird

A new mid-mountain restaurant, The Nest, aims to offer even more amazing views than its predecessor. Featuring Swiss floor-to-ceiling glass windows on three sides, The Nest also offers expanded seating and a single-level layout.

## Solitude Mountain Resort

Solitude has invested \$4.5 million in snowmaking improvements, installing a new pipeline to import water for its snowmaking system. Solitude has also added four new Wyssen avalanche towers to Fantasy Ridge, doubling the number of towers. The towers allow patrol to remotely mitigate avalanche hazards in extremely difficult terrain, improving patrol safety and allowing them to open terrain more quickly. Solitude also is offering free mid-week parking for the 2025-26 season. Solitude has also partnered with Brighton and the town on parking reservation dates to make it more seamless for Ikon Pass holders visiting Utah.

## Sundance Mountain Resort

The Inn at Sundance Mountain Resort will open this winter, with 63 ski-in/ski-out hotel-style rooms located near Outlaw Express in the heart of the Resort Village. A covered bridge spans a river running between the two wings. The Inn will also boast an art gallery, intricate woodwork and architecture, and a rustic throwback vibe. The Wellness Center will offer daily yoga classes, and skiers can use the ski valet and boot room to store their equipment.

Sundance is embarking on a two-year mountain expansion, culminating with a new high-speed quad, Electric Horseman Express, that will be installed for the 2026-27 season and 165 acres of new terrain, including a new alpine bowl adjacent to Bishop’s Bowl. This winter, guests can ski 60 acres of new terrain in the Far East area, as well as a new 1,800-vertical-foot ridgeline run that offers 360-degree views of the Heber and Utah valleys.

## Woodward Park City

The new Mountain Park Season Pass offers unlimited skiing and riding all winter long (holiday blackout dates apply), starting at \$449. WPC also offers evening access seven nights a week. Seasonal multi-week programs across ski, snowboard, skateboarding, scooter, parkour and biking return this year.

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# Work Daze

## Quiet, please! I'm trying to not work here

I don't know whose bright idea it was, but the person who came up with the concept of the open office deserves to be severely punished. How about a sentence of 40 years, working in an open office?

Whoever the offender turns out to be, you can be sure they were in a private office when they came up with the concept. I can see the PowerPoint now.

"Down With Doors!" is the battle cry on slide No. 1, followed by "Synergy!", "Collaboration!", "Teamwork!" and a dozen other business school buzzwords. The truth, however, is that the concept came from a TV commercial. It's the one in which chocolate collides with peanut butter, the accidental collab resulting in a classic candy confection that some people — for some reason — actually like.

If it works for Reese's Peanut Butter Cups, it has to work for offices.

It might have actually turned out that way, had it not been for one fatal flaw: the cacophony rising from all these chance encounters, plus the noise pollution produced by a room full of coughs, sneezes, phone calls, gossip, chitchat, banter and badinage in the gen pop make it simply impossible to get any work done.

"Work Friend" columnist Rachel Dry describes the earache of the open office



**BOB GOLDMAN**

in "Quiet! I'm Working Here," a recent article in The New York Times. Answering a question from an inhabitant of an open office with "no privacy, no ability to shut a door and focus," the "Work Friend" searches for an answer for those "constantly interrupted by folks who want something or who are chatterboxes."

No question, being forced to sit in the midst of Chatty Cathys and Noisy Norberts is a problem for people trying to work. It's even worse for people who are trying not to work and require peace and quiet to successfully goof off. Here are four strategies that could work when you don't want to.

### No. 1: Shut Your Ears.

Stuffing your ears with teeny-tiny earbuds or covering them with noise-cancelling earphones the size of tuna fish cans, will mute some of the noise pollution in an open office. Prepare to be asked what you are listening to. If it's a political podcast, expect to alienate 50 percent of your co-workers. If it's

"Don't Mess with Me When I'm Jelly-fishing," or any of the SpongeBob oeuvre, prepare to alienate 100 percent. Might as well admit you're a major fan of romances and are deep into "A Court of Thorns & Roses." Make sure the uninitiated know it isn't a story about the HR department.

If pods and buds don't do the job, buy a diving helmet — these 30-pound behemoths cover your entire head, making it clear that you do not want to be disturbed. You'll enjoy total silence as you explore the depths of the office floor, but watch out for sharks.

### No. 2: Own Your (Quiet) Zone.

Office pods, focus rooms and huddle rooms offer private space for critical business meetings, like huddling with co-workers to discuss ways to get your supervisor fired, or focusing on high-level phone calls to competitors to set up job interviews. An office pod is also useful for calling your BFF to discuss the most effective hemorrhoid cream.

The problem with quiet spaces is that your time is limited. The answer is not to simply go in, but actually move in. Make a reservation for 9 a.m. on Monday. Pack a suitcase with the clothes you'll need for the week. Don't forget your bathrobe. You'll need it when you

go to the bathroom or the coffee machine (If anyone questions why you're working in your bathrobe, explain you're in IT.) If your co-workers notice you've moved into a pod, explain that you are working on a top-secret project and cannot be disturbed. After a while, they will forget you exist.

### No. 3: They're Loud. You Be Louder.

If you can't beat them, bang them into submission. Invest in a drum set and don't skimp on the congas, maracas and cowbells (every office needs more cowbells.) If salsa music is not your bag, go classical. Everyday workplace chatter can be distracting, but nothing says "Please shut up" better than the finale of the 1812 Overture, played with a flourish of flying mallets on a giant kettledrum positioned in your space at the communal hot desk.

When the symphony is finished, soak in the silence and try to ignore the applause that follows. Just don't forget to take a bow.

You deserve it.

Bob Goldman was an advertising executive at a Fortune 500 company. He offers a virtual shoulder to cry on at bob@bgplanning.com

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# NEWS ROUNDUP

## California company acquires Lehi's CanQualify

Tang & Co., a Torrance, California-based supplier of occupational health, employee screening and workforce training solutions, has acquired CanQualify LLC of Lehi. CanQualify is a platform specializing in supplier prequalification and risk management.

Tang & Co. said the acquisition strengthens its portfolio by integrating CanQualify's expertise in verifying contractor and vendor compliance, empowering clients to build safer, more efficient supply chains.

CanQualify's web-based platform, which connects hiring clients with pre-qualified suppliers while mitigating risks related to safety, sustainability, insurance and regulatory compliance, will continue to operate independently under the new owners. This structure preserves CanQualify's specialized focus while providing access to advanced tools for auditing safety manuals, validating employee training and streamlining procurement processes, reducing administrative burdens and lowering overall operational costs, Tang & Co. said.

"Since our inception, we've been committed to making supplier prequalification simpler and more effective," said Aaron Harker, founder of CanQualify. "Joining Tang & Co. opens new opportunities to

scale our impact, leveraging their proven infrastructure to deliver even greater value to our shared customers. We're excited about the synergies that will elevate safety standards across supply chains nationwide."

"For over 45 years, Tang & Co. has been committed to caring for people and helping organizations create healthier, safer and more-compliant workplaces," said Brian Tang, co-chair of the board at Tang & Co. "Acquiring CanQualify represents a pivotal step in our evolution, combining our occupational health services with cutting-edge supplier management technology. Together, we're fostering a positive safety culture, one that not only helps prevent incidents but also strengthens compliance, builds trust across the supply chain and enhances overall business resilience."

Founded in 2015, CanQualify is a partner for industries reliant on third-party contractors, including construction, manufacturing and energy. By automating data collection for safety programs, financials and employee assessments, the platform has helped clients save time and resources while improving safety cultures through proactive risk identification.

Financial terms of the transaction were not disclosed.

## Greenix Pest Control appoints Nate Randle as CEO

Greenix Pest Control, a pest management company based in Orem and operating in more than a dozen states, has announced the appointment of Nate Randle as CEO.

Randle succeeds Bob Nilsen, who will transition to the company's board of directors after more than a decade of leading the company.

"During his tenure, Nilsen guided Greenix through a period of significant expansion and cultural development, helping the company become one of the fastest-growing pest control providers in the nation," the Greenix board said in announcing the change. "His leadership established Greenix as an organization rooted in purpose, driven by values and powered by people committed to making a difference."

Randle joins Greenix as an executive with a record of scaling organizations and building brands. Most recently, he served as CEO of Gabb, a company that creates safe technology for kids. His career includes leadership roles

at Nike, Callaway Golf, Vivint and the Utah Jazz.

"I'm honored to join Greenix and advance its mission to protect families, homes and the environment," said Randle. "The culture Bob and the team have built — centered on integrity, service and teamwork — is extraordinary. Together, we will build on Greenix's strong foundation and guide the company into its next phase of growth, keeping our customers at the center of everything we do."

"Leading Greenix has been one of the greatest honors of my career," said Nilsen. "Together, we've built something truly special, a company that thrives because of its people and its commitment to doing good. I'm thrilled to welcome Nate Randle as our next CEO. His people-first leadership, proven ability to build strong brands, and alignment with our values make him the right person to lead Greenix into its next chapter."

Greenix Pest Control is a portfolio company of Gridiron Capital, a New Canaan, Connecticut-based private equity firm.

## SLC's Palladyne AI forms new defense division through acquisitions

Palladyne AI Corp., a Salt Lake City software company specializing in artificial intelligence for robotics, has announced a major shift in its strategy with the acquisition of three companies.

Through the acquisitions, Palladyne will launch Palladyne Defense, a new division focused on embodied AI, advanced avionics and U.S.-based production.

Palladyne has acquired GuideTech LLC of Tucson, Arizona, and two companies formerly owned by private investment firm Crusis Cos. of Tampa, Florida: Warnke Precision Machining of Oxford, Michigan; and MKR Fabricators of Saginaw, Michigan.

Palladyne said that the acquisitions, paired with the defense variant of Palladyne Pilot — now branded as SwarmOS — are designed to support the U.S. Department of Defense's (War's) priorities for intelligent autonomy, faster innovation cycles and the reshoring of critical defense manufacturing.

"This marks a defining inflection point for Palladyne AI," said Ben Wolff, president and CEO of Palladyne. "Through the creation of Palladyne Defense, we are transforming from an AI software innovator into a vertically integrated defense technology company. We are combining breakthrough autonomy with American manufacturing strength to create a defense enterprise that is fast and scalable by design."

"Our ethically embodied AI operates at the edge, enabling machines to

perceive, decide and act independently while maintaining alignment with mission objectives and human intent," Wolff continued. "By uniting our patented AI with proven design, engineering and manufacturing capabilities, we are advancing the Department of War's modernization priorities through intelligent, resilient, low-cost-per-effect, reshored defense systems that strengthen readiness and preserve U.S. technological sovereignty, ensuring America's ability to build and sustain its own next-generation defense systems."

According to the company, the new division will more than triple Palladyne AI's 2024 revenue of \$7.8 million by 2026. GuideTech's avionics and engineering services, along with the Crusis Cos.' precision manufacturing, are expected to provide near-term revenue growth. The combined group holds an 18-month backlog of more than \$10 million in orders.

"Joining Palladyne AI allows us to accelerate commercialization and strengthen our competitive position," said James Cook, co-founder and president of GuideTech.

The combined acquisition price of \$31 million breaks down as \$20 million in stock, \$5 million in upfront cash and \$6 million in assumed debt. GuideTech's owners may also earn up to \$25 million in contingent payments over five years once cumulative revenue from eligible products exceeds \$71 million, Palladyne said.

## Pye-Barker acquires Zion Fire & Security

Pye-Barker Fire & Safety, a nationwide fire protection and security services company based in Atlanta, has acquired Zion Fire & Security of St. George.

Zion Fire & Security provides security, fire alarm, fire suppression and automation services for commercial customers with alarm systems, motion sensors, surveillance cameras and access control systems. The company also provides 24/7 monitoring by trained security professionals.

"At Zion, we've always prided ourselves on our wide-ranging, comprehensive fire and life safety services," said Michael Orchard, CEO and co-owner of the company. "Joining Pye-Barker allows us to take this to the next lev-

el, strengthening our customer offerings to do what we do best: saving lives and property alike."

"Welcoming Zion Fire & Security to the Pye-Barker team is a great honor," said Bart Proctor, CEO of Pye-Barker. "Their unwavering dedication to fire and life protection services is reflected in their community impact and the invaluable industry knowledge held by their skilled technicians. I have no doubt that they will be a meaningful addition to our family here at Pye-Barker."

Local employees and officers of Zion Fire & Security will continue in their current positions operating under the Zion name.

Pye-Barker has over 250 locations and 8,000 employees across the U.S.

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**R&O CONSTRUCTION**



# NEWS ROUNDUP

## Biotech firm Recursion names Khan as CEO

Recursion, a clinical-stage biotechnology company based in Salt Lake City, has announced a leadership transition that becomes effective Jan. 1. Recursion's board has named current chief R&D director and commercial officer Najat Khan as CEO, president and a board member. She will succeed co-founder and CEO Chris Gibson, who will transition to chairman of the board and an interim executive advisor.

Rob Hershberg, Recursion's current chairman, will become vice chairman and lead independent director.

"The planned appointments reflect our shared commitment to continuity, collaboration, and the next phase of Recursion's journey evolving the OS platform, advancing its pipeline and bringing transformational medicines to patients," Recursion's board said in a statement.

"The board's unanimous decision to appoint Najat Khan as Recursion's next CEO is a clear reflection of our confidence in her strategic acumen and proven track record of converting new science into tangible value," said Hershberg. "This transition has been planned to ensure absolute continuity of Recursion's mission and vision. Chris's guidance as our new chairman guarantees we retain his unparalleled expertise in the techbio space. We thank Chris for his exceptional leadership for the past 12 years, during which he transformed Recursion from an ambitious idea to the pioneer of a new sector, and we are united behind and excited for Najat to

lead this next, critical chapter of execution and value creation for the company."

"After partnering with Najat Khan for the past 18 months, I have absolute faith that she is the right leader for Recursion's next phase," said Gibson. "Her unique and exceptional combination of strategic insight, scientific rigor, bold vision and commitment to leveraging technology to shift the way we discover treatments for patients through our platform is what's needed for the company's evolution."

"I'm deeply honored that I will be stepping into the role of CEO and president and build on the remarkable foundation established by Chris Gibson and the visionary founders of Recursion," said Khan. "Powered by exceptional people and united by a bold mission to decode biology to radically improve patients' lives, Recursion has built something differentiated: a platform that unites biology, chemistry and AI at unprecedented scale, a pipeline with meaningful near-term readouts, and a culture defined by curiosity, courage and conviction."

Prior to joining Recursion, Khan was chief data science officer and senior vice president for R&D at Johnson & Johnson Innovative Medicine. Earlier in her career, she was a senior principal and partner with The Boston Consulting Group, working with leading biopharma, biotech, payer and provider organizations on strategy and operations. She holds a Ph.D. in organic chemistry from the University of Pennsylvania.

## Utah taxable sales outpace inflation despite data gaps

Utah taxable sales continue to modestly outpace inflation, according to the October 2025 Roadmap to Prosperity Economic Dashboard, released by the Salt Lake Chamber, in partnership with the University of Utah's Kem C. Gardner Policy Institute.

Over the 12 months ending in August, taxable sales grew 3.6 percent year-over-year, compared with roughly 3 percent inflation. This indicates moderate real growth despite ongoing uncertainty, dashboard researchers concluded.

The chamber's dashboard is designed to increase business leaders' understanding of Utah's economy. This tool prioritizes key data on the state's economic outlook and actionable context for decision-makers.

"The federal shutdown may cloud the national economic picture, but we can still see that Utah's fundamentals remain strong," said Derek Miller, president and CEO of the Salt Lake Chamber. "While consumer sentiment declined in October, steady taxable sales indicate that businesses are weathering uncertainty well, continuing to spend and invest in our local economy."

Another conclusion from the October

dashboard was that the federal government shutdown limited economic visibility. Federal statistical agencies suspended data releases due to a lapse in appropriations. This led to substantial gaps in the broad economic picture, particularly regarding the labor market.

The report also spotlighted that Utah's consumer sentiment dipped more than 8 percent in October. But despite the sizable drop in Utah sentiment, national consumer sentiment fell just 2.7 percent the same month. U.S. consumer sentiment fell 24 percent year-over-year, while Utah consumer sentiment fell just 9 percent.

"Despite a recent dip in consumer sentiment, Utah's economy continues to show moderate real growth as taxable sales modestly outpace inflation," said Natalie Gochnour, director of the Gardner Institute. "However, the federal government shutdown limited economic visibility by suspending critical data releases. With the return to work of federal workers, the economic picture will become more clear."

The Roadmap to Prosperity Economic Dashboard can be accessed at <https://slchamber.com/resources/roadmap-dashboard/>.

## Division of Outdoor Recreation picks firm for environmental assessment of 700-mile High Desert Trail

The Utah Division of Outdoor Recreation (DOR) has chosen a Phoenix firm to conduct the environmental assessment process by which the High Desert Trail through the state will become compliant under the National Environmental Policy Act (NEPA).

In addition to guiding the NEPA process, SWCA Environmental Consultants will also head the cultural resources compliance process within the seven counties through which the trail passes.

Employee-owned SWCA Environmental Consultants maintains a Salt Lake City office from which the assessments will be conducted.

The High Desert Trail spans more than 700 miles on existing roads across western Utah. It is a collaborative effort among state agencies, local governments, federal land managers and trail user groups. The project aims to create a resilient, well-maintained trail that enhances recreation, supports tourism and boosts the economies of the communities along the route, DOR said.

The trail traverses multiple Bureau of Land Management field office domains and U.S. Forest Service lands. It features diverse landscapes, multi-use access and

numerous points of interest. While the trail currently consists of existing public roads, formal recognition by federal land management partners will allow each county to designate staging areas, coordinate maintenance and add signage, thus improving the user experience while safeguarding sensitive natural and cultural resources.

"We're excited to partner with the Utah Division of Outdoor Recreation and their county partners," said Gretchen Semerad, senior environmental planner at SWCA. "Our Salt Lake City team not only works here, but plays here, too, giving us an in-depth understanding of local land management. It's a privilege to apply our expertise to the places where we recreate with our families and friends."

In providing support to the DOR, SWCA will facilitate a public comment period, coordinate agency meetings, conduct cultural resources surveys, identify issues, complete a comprehensive impact analysis, prepare an environmental assessment and catalog and analyze public comments. SWCA has completed over 560 NEPA-related documents and over 300 cultural resources projects in Utah in the past five years.



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# FROM THE COACH

## Five keys to supercharged delegation

Delegation is one of the most misunderstood — and most underutilized — leadership skills. Many leaders think they're delegating when they're really *dumping*: offloading assignments without providing the clarity, support and mutual accountability that lead to success.

Dumping transfers tasks; delegation transfers *trust*. The goal isn't to lighten your own load, but to multiply your team's capability, engagement and ownership. When done well, delegation frees leaders to focus on the strategic while empowering others to master the operational. Done poorly, it breeds frustration, confusion and rework for everyone.

Here are five keys to supercharged delegation — a framework that builds alignment, accountability and confidence on both sides of the leadership equation:

### 1. Clearly define what is being delegated.

Delegation begins with clarity. Define *what* you're delegating — not just in general terms, but in specifics.

What's the role or responsibility? What are the key actions, behaviors and desired outcomes? What's the expected timeframe?

This is where many leaders slip into dumping mode. They pass an assignment along without context, connection or clear success criteria, then wonder why the results disappoint.

Delegation is an act of design. Take the time to articulate what success looks like. Connect the assignment to the broader purpose of the enterprise. When people understand *why* something matters, they



RICH TYSON

engage with ownership, not obligation.

### 2. Make sure the delegatee “gets it.”

Don't settle for a simple, “Yes, I understand.” Instead, ask the delegatee to tell you — in their

own words — what they will be doing, what outcomes they're aiming for, and how they plan to get there.

This “teach-back” process exposes gaps before they become costly mistakes. Better still, apply the “See, Hear, Say and Do” model:

- Let them **see** an example.
- **Talk** through the assignment together.
- Have them **say** what they will do.
- Then **do** a short demonstration or trial run.

This approach transforms comprehension into confidence. It's not about testing your people; it's about ensuring they have the clarity and capability to succeed.

### 3. Set them up for success — then step back.

Delegation isn't abdication, but neither is it micromanagement. Once the task is clearly defined and understood, leaders must *sustain and support* without hovering.

That means two things: (a) Provide the resources, connections and access they'll need. Remove roadblocks before they trip over them; and (b) Make yourself available for questions and guidance, but resist

the urge to take the work back or rewrite their every move.

In my coaching with CEOs, I often see leaders who are too quick to “save the day.” Their intent is noble, but their interference erodes ownership. Effective delegation gives others space to grow while knowing you're still there as a steady presence — not a helicopter.

Empowerment flourishes in the balance between structure and freedom.

### 4. Evaluate progress — and include a two-way review.

Delegation doesn't end when the task is handed off — it evolves through feedback and refinement. Regular evaluation helps identify what's working and what needs adjustment. But here's the key: evaluation should flow *both ways*.

In an effective performance review, both the delegatee and the leader are under review. The employee should be asked, “What did you need from me that you didn't get?” This mutual accountability fosters openness and trust.

True leadership development occurs when both sides learn from the process: The employee grows in execution and the leader grows in empowerment.

### 5. Augment formal reviews with informal check-ins.

The most productive leaders don't wait for annual reviews to evaluate progress — they engage in *continuous dialogue*.

Short, informal check-ins — simple questions like, “How's it going?” — can

reveal challenges before they escalate. These conversations don't have to be long or formal. In fact, their strength lies in their simplicity and sincerity.

They signal to your people that you care about their progress, not just their performance. They turn feedback from an event into an ongoing relationship.

These check-ins also reinforce your availability as a resource while maintaining their autonomy. You're engaged but not overbearing, supportive but not suffocating.

### The payoff: A culture of capability.

When you apply these five keys, something powerful happens: Your organization stops depending on you to drive every decision and begins generating its own momentum.

You shift from being a *bottleneck* to being a *builder* — a leader who multiplies rather than manages. Your people gain clarity, confidence and competence. And you gain time and energy to focus on the strategic vision only you can provide.

Delegation isn't about giving up control. It's about giving others a chance to rise.

As leaders, we succeed when our people succeed. And that's the ultimate “return on time.”

Richard Tyson is the founder of CEO-builder and author of *Align & Execute: It's All About the Money, But It's Not!* He helps leaders align purpose, people and performance through his PACER leadership models and The Leadership Architect framework.

## Trucordia acquires five more insurance agencies across the U.S.

Trucordia, a nationwide insurance brokerage based in Lindon, has announced the acquisition of five insurance businesses across the United States.

“This marks a significant milestone in Trucordia's strategy to build a values-driven, client-first national network,” the firm said in its announcement release. “These new partnerships reinforce the company's commitment to personalized service, regional knowledge and strategic growth.”

The newly acquired businesses are Assured Insurance Consultants in Dandridge, Tennessee; Charles River Insurance and Breezy Seguros Insurance, both

of Framingham, Massachusetts; Eberle Insurance Agency of Sherwood, Arkansas; and Osborn Insurance Agency of Brick, New Jersey.

“Each of these businesses brings a unique blend of local insight, specialized coverage solutions and a deep commitment to client care,” Trucordia said. “From concierge-level service in Tennessee to trilingual support for Latino entrepreneurs in Massachusetts, these businesses exemplify the values Trucordia seeks in its partners: integrity and a passion for helping clients build lasting security around what matters.”

“These acquisitions reflect our belief that meaningful growth happens through collaboration with businesses that share our values,” said Felix Morgan, CEO of Trucordia. “We're proud to welcome these teams into our organization and look forward to building on their legacy of trusted relationships and community impact.”

“This moment is a milestone; it's a signal of what's ahead,” said Rocky Steele, senior vice president of business development at Trucordia. “We're building a platform where local insurance businesses can grow and where clients benefit from local insight and national strength. That's the fu-

ture we're creating together.”

As part of Trucordia, the businesses will gain access to expanded resources, integrated technology, and a nationwide network of professionals. Each will continue to deliver their services to clients.

Trucordia is the group name for a top-20 U.S. insurance brokerage that offers a broad array of commercial and personal lines, life and health and employee benefits insurance solutions. With more than 5,000 team members, Trucordia ranks No. 18 on *Business Insurance's* 2025 Top 100 Brokers and No. 16 on *Insurance Journal's* 2025 Top Property/Casualty Agencies.

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# INNOVATE UTAH



**Blendtec**, an Orem-based maker of commercial and residential blenders, has introduced a professional line of blenders. The company has partnered with celebrity chef and Food Network star Geoffrey Zakarian to begin marketing the **Blendtec Zakarian Pro Blender** to home chefs.

"We're thrilled to have Iron Chef Zakarian as part of our team, helping to adapt our restaurant-grade blenders into an easy-to-use high-performance blender for the home chef," said **Keith Titus**, CEO of Blendtec.

**Blendtec** through healthy, original foods are a great combination to represent our brand. As a company driven by uncompromising standards of quality and design, and one that deeply values family and community, Geoffrey fits exactly what our brand stands for and the business we have created at Blendtec."

Titus said the Blendtec Zakarian Pro Blender brings all the power, precision and reliability that commercial kitchens have had for years, into the home. One of its features is its user-friendly control panel, which includes a combined switch for start/stop and pulse, as well as a dial for variable speed, allowing home chefs to easily blend any recipe to professional specifications. The blender comes with a 110-ounce total capacity jar with 80-ounce blending capacity.

"This blender isn't just high performing, it's a statement piece for the kitchen," said Zakarian. "I love how it blends power, quality and beautiful design into one, and I've truly enjoyed helping to bring it to life. I can't wait for others to experience it."

Lehi-based **Arborgold Software**, a business management platform for tree and landscape companies, has launched **Arborgold Messaging**, a fully integrated two-way texting solution that helps green industry service businesses stay connected with customers, reduce missed appointments and streamline operations. With the new tool, companies can text directly from their business number, manage every conversation inside the base platform and automate confirmations, payment requests, reminders and follow-ups without relying on personal devices or



third-party apps. "Missed appointments cost service businesses thousands every month," said **Cameron Darby**, CEO of Arborgold. "Arborgold Messaging eliminates that gap. It gives our customers instant, professional communication tools that build trust, improve efficiency and protect revenue — all from the same system they already use to run their business." Darby said tests show that 98 percent of texts are read within three minutes, ensuring faster responses and fewer missed opportunities.

**Vivint**, a security and smart home company based in Lehi, has introduced **Home Protect** and **Home Protect Pro**, security and smart home systems that empower everyone to live more confidently and comfortably. Designed to grow with the needs of each household, the two new platforms offer affordable, accessible and customizable options for each unique household. Starting at \$199.99 with professional installation, HomeProtect is Vivint's entry-level option while the HomeProtect Pro offers expanded integration and enhancement options starting at \$599.99. Both are driven by Vivint's newly updated app that offers instant control of the system from anywhere, at any time. "Vivint offers everyone a simple pathway to safer, smarter and more efficient homes," said **Dave Porter**, managing director of Vivint. "With HomeProtect and HomeProtect Pro, Vivint gives homeowners access to affordable, professionally installed and monitored security and smart home systems.



**SixFifty**, a Salt Lake City-based provider of HR and employment law compliance software, has partnered with HR credentialing company HRCI to publish an **employee handbook solution** for HRCI members. Through this partnership, HRCI community members will receive access to SixFifty's employee handbook builder for a \$399 annual subscription price, enabling them to create customized employee handbooks for all 50 states and Washington, D.C. "SixFifty was built to help HR professionals manage multi-state compliance confidently, which is no easy task given how complex the law continues to get," said **Kimball Dean Parker**, founder and CEO of SixFifty. "We're proud to partner with HRCI to bring this powerful tool to their community." The platform features legally sound policies written in plain language that reflect current federal, state, city and certain county-specific laws, making it simple for HR professionals to both understand and implement compliance requirements.



**Awardco**, a Salt Lake City employee recognition and rewards platform, has announced the release of **Awardco Engage**, a native mobile app that connects employee feedback with real-time insights and action to "set a new standard for employee recognition and engagement." The product includes real-time reporting, comprehensive dashboard and sentiment

analysis to help organizations identify strengths, address challenges and fortify company culture without adding complexity or cost, Awardco said. "Recognition has always been the foundation of employee engagement," said **Steve Sonnenberg**, co-founder and CEO of Awardco. "With Awardco Engage, we're connecting every part of the employee experience — listening, feedback, recognition and action — into one seamless ecosystem. This is a major milestone for our customers and their employees as we turn employee engagement from passive data gathering to a true system of insights and action. These innovations close the loop between recognition and engagement."



Salt Lake City-based cell signal booster technology provider **weBoost** has released its latest cell signal boosting and wireless device charging device, the **weBoost Dash**. Engineered to deliver priority connectivity and seamless charging for drivers, this innovation in boosting technology keeps commuters, delivery drivers and road warriors connected without compromise from dead zones and dead batteries, weBoost said. Designed to focus signal boosting power on a single device, the Dash delivers clearer calls, faster data speeds up to 5G and fewer dropped connections. The booster features a magnetic Qi2 charger for wireless charging at 15 watts while prioritizing stronger signal for the device. "Dash really is designed for the everyday drive," said **Jonathan Field**, weBoost general manager. "This product allows drivers to experience seamless connectivity and worry-free battery life on every journey, whether it's a daily commute or a cross-country adventure."



**LifeWave**, a wellness products company in Draper, has announced the release of **Cellergize Evening**, a drink supplement formulated to help the body unwind and prepare for deep, restorative sleep. With the new product, LifeWave introduces its first supplement designed specifically for nighttime recovery to enhance relaxation and overnight renewal. The launch also marks the brand's entry into the \$11.8 billion global sleep and recovery supplement market. **Designed** to work in harmony with Cellergize Morning and X39 patches, Cellergize Evening features a blend of taurine, magnesium, L-theanine, nattokinase and fiber, known for their calming and recovery supporting properties. "Our mission has always been to help people live, feel and perform at their best," said **David Schmidt**, founder and CEO of LifeWave. "With Cellergize Evening, we're extending that commitment into the nighttime hours, helping the body power off naturally so it can restore from within."



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## INDUSTRY BRIEFS

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### CONTESTS

• The **Intermountain Sustainability Summit** is accepting nominations until Jan. 16 for the **2026 ISS Awards**. The summit takes place March 19-20 at Weber State University in Ogden. This year's awards include the Collaboration Award and the Building Resilience Award, both recognizing exceptional efforts that advance sustainability across the Intermountain West. It is open to individuals, groups, organizations and projects making a meaningful impact. The Collaboration Award celebrates transformative partnerships or collaborations across the Intermountain West that are driving positive environmental and social change. The Building Resilience Award honors individuals, groups, organizations and/or projects that strengthen the ability of people, communities and/or ecosystems to adapt and thrive amid today's challenges. All members of the Intermountain sustainability community are eligible. The nominated entities or projects must involve, impact or originate from the Intermountain West. Details are at <https://www.weber.edu/ISSummit/ISS-awards.html>.

### COWORKING

• **Kiln**, a flexible office and co-working community, has opened a 60,000-square-foot workspace and lifestyle hub on the redeveloped site of the former Cottonwood Mall/Macy's location. Amenities include a state-of-the-art theater, dedicated wellness features such as mothers' rooms and relaxation zones, a golf simulator, a podcast and content studio for on-site media creation, and more.

### DIVIDENDS

• The board of directors of **Extra Space Storage Inc.**, based in Salt Lake City, has declared a fourth-quarter dividend of \$1.62 per share on the company's common stock. The dividend is payable Dec. 31 to stockholders of record Dec. 15. Extra Space Storage is a real estate investment trust that owns and/or operates 4,238 self-storage properties. It is the largest operator of self-storage properties in the United States.

### ECONOMIC INDICATORS

• **Utahns who stayed at their jobs** saw their pay increase an average of 4.6 percent from October 2024 to October 2025, according to **ADP Pay Insights**. That ranked Utah No. 23 among states for wage growth. ADP, focused on HR and payroll solutions, also found the median annual salary for job-stayers in Utah in October was \$55,000. Nationally, median annual wage growth for job-stayers remained unchanged from September at 4.5 percent. Nationally, wage growth for job-changers also remained unchanged at 6.7 percent year-over-year. ADP's Pay Insights is available at <https://payinsights.adp.com/>. The ADP National Employment Report is at <https://adpemploymentreport.com/>.

• Fifty-one percent of **heirs to family businesses** in Utah do not plan to continue **their parents' enterprise**, according to a survey by financial media company **MarketBeat.com**. That matches the national average. The highest number is 86 percent in New Hampshire. The lowest is in Nevada, at 18 percent. When asked why they were walking away, respondents cited a mix of modern pressures and long-standing family tensions, with 40 percent saying they have different career interests. When asked whether they would rather inherit the business or an equal value in cash, Utah

respondents were split: 50 percent chose the business, 38 percent the cash, and 12 percent weren't sure. Forty-eight percent said their parents never talk to them about taking over.

• **Utah** is ranked No. 19 on a list of **"Best States for Camping,"** compiled by **Lawn Love**. It compared all 50 states based on five categories, looking at the acreage of state and national parks, access to campsites and RV parks, and average Hipcamp rates. The top-ranked state is California. The bottom-ranked state is Rhode Island. Details are at <https://lawnlove.com/blog/best-states-camping/>.

• **One Utah company** is on a list of the nation's **"Top Winter Fashion Stores,"** compiled by **Advance America** and based on a survey. **Honey & Lime Boutique** in Ogden is ranked No. 64 nationally. The top-ranked store nationally is Alice & Wonder in Chicago. Details are at <https://www.advanceamerica.net/money-saving-tips/money-management/top-local-clothing-retailers-by-state>.

• **Liberty Park** in Salt Lake City is the No. 1 **"sportiest" public park** in the state, according to a survey by sports review site **SportsBookReview.com**. It is followed by **Murray Park** and **Liberty Park** in Ogden. SportsBookReview.com said sporty parks are green spaces where baseball diamonds, soccer fields and running trails are more than amenities but instead are part of everyday life. Details are at <https://www.sportsbookreview.com/picks/novelty/ranking-the-sportiest-parks-in-the-us/>.

### EDUCATION

• Utah's 529 educational savings plan, called **my 529**, has again been named as one of the top 529 plans in the nation by **Morningstar**, a distinction the plan has earned for 15 consecutive years, which no other 529 plan can claim. In its annual 529 industry report, Morningstar

named my529 as one of only five plans to receive the Analyst Rating of "gold." Morningstar Research Services LLC, a provider of independent investment research, is a subsidiary of Morningstar Inc. Morningstar evaluated 59 plans for their underlying investment quality and selection process, investment team, asset allocation methodology and oversight. Gold-rated plans stand out for their thoughtful investment option construction, knowledgeable investment teams, plan oversight and low costs. With more than 612,000 accounts and \$29.2 billion in assets under management, my529 is the third-largest direct-sold 529 plan by assets in the nation.

### EVENTS

• The **Utah Chamber, Salt Lake Chamber** and the University of Utah's **Kem C. Gardner Policy Institute** have announced that **Tim Shriver** will be one of the keynote speakers at the **2026 Utah Economic Outlook & Public Policy Summit**. The event takes place Jan. 16, 7:30 a.m.-noon, at the Grand America Hotel in Salt Lake City. Shriver is chairman of Special Olympics International and will discuss "The Business Case for Dignity," focusing on why dignity is an essential component of strong organizations, effective leadership and long-term success. Shriver also is currently an Impact Scholar at the University of Utah, co-creator of the Dignity Index, and founder and CEO of Project UNITE Inc.

• The **Utah Worksite Wellness Council** has announced its annual conference will take place April 23 at the Zions Bancorporation Technology Center in Midvale. The theme is **"The Wellness Shift."** The conference is designed for HR and wellness professionals committed to improving employee well-being in the workplace. Attendees will explore the essential dimensions of wellness,

## PEOPLE ON THE MOVE

Company news information may be sent to [brice.w@thecityjournals.com](mailto:brice.w@thecityjournals.com).

### GOVERNMENT

• **Gov. Spencer J. Cox** has appointed **Julie Ewing** as director of Utah Medicaid at the **Department of Health and Human Services**. In addition to overseeing the Medicaid program, Ewing will also serve as director of the DHHS Division of Integrated Healthcare, which includes the Children's Health Insurance Program (CHIP), Office of Substance Use and Mental Health, and the Utah State Hospital. Ewing has experience in health care compliance, managed care and public law. Ewing has served as the director of compliance for the University of Utah Health Plans, responsible for ensuring compliance with state and federal law and overseeing the Special Investigations Unit monitoring for fraud, waste and abuse. She is also the product owner for the Health Plan's three Medicaid products. Before her time at the University of Utah Health Plans, Ewing spent six years at Utah Medicaid, culmi-

nating in her role as the director of the Bureau of Managed Health Care. Ewing is a licensed attorney in Utah, having worked as an assistant attorney general for 10 years and representing various state agencies. She graduated from the University of Utah's S.J. Quinney College of Law.

### MARKETING

• **Rock Salt Marketing Cooperative**, a Salt Lake City-based digital marketing agency, has appointed **Spencer Bierman** as director of SEO. Bierman began his digital marketing career in 2018, specializing in SEO strategy, content optimization and competitive research. Before joining Rock Salt Marketing, he collaborated with enterprise brands including Visionworks, Awardco, Snowbird Ski Resort, Canopy and Greenworks. Bierman earned a bachelor of science degree in strategic com-



Spencer Bierman

munication from the University of Utah. Founded in Salt Lake City in 2023, Rock Salt Marketing offers web design, SEO and paid media services.

### REAL ESTATE

• **WelcomeLend**, a Colorado-based commercial real estate capital advisory firm, has hired **Austin Somer** as vice president of capital markets for the MountainWest region. Somer will be responsible for sourcing, structuring and placing commercial real estate debt across Utah, Colorado, Idaho and surrounding markets, while expanding lender relationships and supporting sponsor execution. WelcomeLend has funded more than \$1.2 billion in commercial real estate transactions in 2025, providing single and multifamily sponsors competitive financing options by leveraging technology and a capital markets



Austin Somer

team. Somer previously drove origination efforts at CRE brokerage Nelson Funding. He studied finance and technology at the University of Utah and earned a B.S. in information systems from the David Eccles School of Business at the UofU.

### SERVICES

• **Vasion**, a St. George-based company focused on serverless printing and AI-enabled automation and formerly known as PrinterLogic, has appointed **Cindy White** as chief marketing officer. White has more than 25 years of experience leading marketing teams at global technology companies, including Microsoft, FICO and Mitek Systems. Her work has spanned the transformation of SaaS, cybersecurity and automation markets, helping enterprises and channel partners worldwide achieve business impact through digital innovation.



Cindy White

# Industry Briefs

while fostering a culture of care and effectively managing and reducing health care costs. The event cost through Dec. 31 is \$165.75 (\$80.75 for students). Details are at <https://utahworksitewellness.org/events/2026-sponsorship-exhibitor-registration/>.

## GOVERNMENT

- The **Utah Small Business Credit Initiative** has announced it will launch its **Technical Assistance** program in January. The program will provide Utah small businesses with the expertise necessary to secure funding and achieve sustainable growth, including accounting, financial planning and legal guidance. After a public Request for Proposal process, it finalized vendor selection and contracted with three organizations. The **Suazo Business Center** will support disadvantaged entrepreneurs. The Suazo Business Center brings a spectrum of services that directly align with the TA program's goals of achieving financial and funding readiness: advising, education and facilitating finding loans. The **Women's Business Center of Utah** will focus on statewide empowerment. The organization is dedicated to helping Utah women build confidence, create opportunities, and succeed in business ownership. Established in 1997 as a public-private partnership, WBCU-tah has expanded its reach, operating a second office in Cedar City and actively serving all 29 counties across the state. The organization will contribute to the TA program by offering one-on-one advising, comprehensive training, and accessibility. **Small Business Consulting** will provide institutional expertise. The firm provides centralized expert consulting and technical assistance to business support organizations and financial institutions that administer programs like USBCI.

## NONPROFITS

- **Wildlife SOS**, a global nonprofit wildlife conservation and welfare organization dedicated to providing specialized veterinary care and reducing human-wildlife conflict and whose U.S. headquarters are in Salt Lake City, has added a specialized elephant field care vehicle to increase its ability to provide medical treatment to captive elephants suffering from injury or illness in remote areas throughout India. The new mobile unit was made possible through the generosity of an individual donor in the United States and grants supported by American efforts. Launched earlier this year at the Wildlife SOS Elephant Health Care Camp, the Haathi Sewa program has already brought medical care to more than 130 elephants. The initiative furthers Wildlife SOS's "Begging" Elephant Campaign, which aims to help captive elephants kept in a transient state of perpetual work and travel, and bring them all to sanctuary by 2030.

## PARTNERSHIPS

- **Owlet Inc.**, a Lehi-based company focused on smart infant monitoring, has announced a partnership with **Rhapsody**, focused on digital health enablement and interoperability. The partnership aims to securely connect infant health insights from Owlet's prescription pulse oximeter, BabySat, directly into the Rhapsody electronic health record workflows. The integration creates a secure, standards-based

pathway for Owlet's pediatric data to flow seamlessly into existing provider environments, enabling clinicians to view and record important data information as part of their standard patient records. The result is expected to be that organizations can reduce custom development; minimize errors; and ensure accurate, timely patient information is available when and where it's needed most.

## PHILANTHROPY

- **KAL Vitamins**, a Salt Lake City-based mineral brand, celebrated its 93rd anniversary in November by introducing the Total Minerals+ line and Magnesium 7 Complex and partnered with a national nonprofit organization, **Thanksgiving Heroes**, to provide holiday meals to families in need across the Salt Lake City area.

## RECOGNITIONS

- **Several Utah properties** have earned **World Ski Awards**, a program

now in its 13th year that recognizes and celebrates excellence in ski tourism. **Stein Eriksen Lodge Deer Valley** earned the distinction of **World's Best Ski Hotel**. It also earned **Best Ski Hotel in the U.S.** Other U.S. awards were earned by **Deer Valley Resort, Best Ski Resort**; and **Goldener Hirsch, Best Ski Boutique Hotel**.

- The **Shopping Cart Inspect** solutions from **SecurityMetrics**, an Orem-based company focused on compliance and cybersecurity, has been selected as winner of the "**Data Leak Detection Solution of the Year**" award in the ninth annual **CyberSecurity Breakthrough Awards** program, conducted by independent market intelligence organization **CyberSecurity Breakthrough**. The annual program recognizes the most innovative companies, products and technologies driving progress in the global information security industry. SCI reduces the chances of an e-commerce skimming attack through

the inspection of a website's shopping cart by a SecurityMetrics Forensic Investigator. The 2025 awards program received thousands of nominations from more than 20 countries.

## RESTAURANTS

- **Crispy Cones**, a handcrafted dessert brand known for freshly baked gourmet ice cream cones, has reopened its Provo store under new management, opened a new location in Draper and plans to open a location in West Valley City in January. The new management team's plans in Provo include regular promotions and partnerships with local events and student groups. The new Draper store will feature the brand's full menu, including its pastry cones, weekly soft-serve flavors, and rotating toppings. It also will have special promotions. The new West Valley City store plans to feature the same open-concept kitchen and signature rotisserie grill that allow guests to watch their cones being made.



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LEARN MORE & REGISTER TODAY



# CALENDAR

Information about upcoming events may be sent to [brice.w@thecityjournals.com](mailto:brice.w@thecityjournals.com).

## Dec. 1-2

**2025 AI Summit**, hosted by the Utah Department of Commerce and its Office of Artificial Intelligence Policy, the Governor's Office of Economic Opportunity and the Nucleus Institute. Theme is "Utah's Pro-Human Leadership in the Age of AI." Event features a keynote address from Gov. Spencer Cox and a fireside conversation with Matthew Prince, CEO of Cloudflare. Session highlights include workforce development in the age of AI and its impact on employment trends; cutting-edge research from Utah's top universities; emerging applications in biotechnology, finance and sustainable energy; and interactive policy discussions on topics such as AI companions, personalized medicine, and AI in learning. Dec. 2 is Summit Day. Dec. 1 features a pre-summit hackathon titled "Business Builders & AI," hosted by nonprofit SeedAI in partnership with the state of Utah. Hackathon will bring together local companies, entrepreneurs, technical experts and government partners to tackle real AI challenges and explore practical solutions for small and medium-sized businesses. Five companies will be selected to have their use cases workshopped live with AI professionals, while all participants will gain hands-on experience, new connections, and opportunities for growth. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Pre-summit hackathon costs \$30. Summit costs \$175. Details are at <https://aisummit.utah.gov/>.

## Dec. 2, 8-9:30 a.m.

**"In the Know,"** a South Valley Chamber of Commerce event. Topic is "Building Tomorrow's Roads: Wasatch Front Regional Transportation Plan," featuring representatives from the Wasatch Front Regional Council discussing the Wasatch Choice Vision and the 2027-2055 Regional Transportation Plan (RTP). Location is South Valley Chamber, 9800 S. Monroe St., Sandy. Free, but registration is required. Details are at [southvalleychamber.com](https://southvalleychamber.com).

## Dec. 2, 10:30 a.m.-1:30 p.m.

**WBN Holiday Luncheon**, a Utah Valley Chamber of Commerce event. Location is Provo City Library, 550 N. University Ave., Provo. Cost is \$40. Details are at [thechamber.org](https://thechamber.org).

## Dec. 2, 11 a.m.-1 p.m.

**"Pickle With Purpose,"** a ChamberWest pickleball event, in partnership with Sports Salt Lake and Kearns Oquirrh

Park Fitness Center. Location is Kearns Oquirrh Park Fitness Center, 5624 S. Cougar Lane, Kearns. Cost is \$35, with \$10 to provide sweatshirts, sweatpants and toiletry items for students at Kearns middle and high schools. Details are at [chamberwest.com](https://chamberwest.com).

## Dec. 2, 6-8 p.m.

**"Talk AI,"** a Silicon Slopes event featuring Dave Elkington and Gabe Larsen. Location is Silicon Slopes, 2600 Executive Parkway, No. 140, Lehi. Free. Details are at <https://www.siliconslopes.com/events>.

## Dec. 3, 9 a.m.-noon

**"The Guide to Innovation, Disruption and Leadership,"** a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College. Cost is \$49. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Dec. 3, 11 a.m.-3 p.m.

**"Wrapping Up 2025"** with The Sales Tax People. Location is Kiln, 2701 N. Thanksgiving Way, No. 100, Lehi. Details are at <https://luma.com/wuadpr86?tk=8KpfWS>.

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

**Business Alliance Networking Luncheon.** Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at [davischamberofcommerce.com](https://davischamberofcommerce.com).

## Dec. 3, 5-6:30 p.m.

**"Beyond the Clinic: How AI Is Making Healthcare More Accessible,"** an AI Collective event. Panelists are Dr. Kensaku Kawamoto, endowed professor and vice chair of clinical informatics at the University of Utah; Marissa Saunders, director of AI and machine learning, Spring Health; Bree Jones, chief experience officer, ElizaChat; and moderator Andrea Pappas, neuroscientist and co-lead of the AI Collective SLC Chapter. Location is 303 Chipeta Way, Salt Lake City. Registration can be completed at <https://luma.com/aic-sl-12-3>.

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

**"Online Marketing Fundamentals,"** a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Dec. 4, 8-9:30 a.m.

**Executive Roundtable Holiday Breakfast**, a Utah Valley Chamber of Commerce event. Location is Riverside

Country Club, 2701 N. University Ave., Provo. Free. Details are at [thechamber.org](https://thechamber.org).

## Dec. 4, 9-10:30 a.m.

**"Sweets & Strategies,"** a Women's Business Center of Utah networking event. Location is Roots Coffee, 774 S. 300 W., Salt Lake City. Free. Details are at [wbcutah.org](https://wbcutah.org).

## Dec. 4, 5-7 p.m.

**Holiday Open House**, a South Valley Chamber of Commerce event. Location is South Valley Chamber offices, 9800 S. Monroe St., Sandy. Free (register to RSVP). Details are at [southvalleychamber.com](https://southvalleychamber.com).

## Dec. 4, 5-7 p.m.

**BioHive Communities End-of-Year Mixer.** Location is ARUP Laboratories, 500 Chipeta Way, Salt Lake City. Details are at <https://luma.com/1fg1kzln>.

## Dec. 5, 8-9:30 a.m.

**"First Friday Speed Networking,"** presented by the South Jordan and West Jordan chambers of commerce. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Cost is \$5. Details are at [sj-chamber.org](https://sj-chamber.org).

## Dec. 5, 9-10 a.m.

**WBCUtah Appreciation Breakfast**, a Women's Business Center of Utah event. Location is 201 S. Main St., Suite 2300, Salt Lake City. Online option also is available. Free. Details are at [wbcutah.org](https://wbcutah.org).

## Dec. 8, noon-2 p.m.

**"End of Year Party: Snowball Fight,"** a Commerce Catalyst event featuring a glow-in-the-dark indoor snowball fight. Event supports the Stand 4 Kind organization collecting donations for families in need this holiday season. Location is Maverik Center, 3200 S. Decker Lane, West Valley City. Details are at <https://luma.com/tacosnowballfight>.

## Dec. 9, 11 a.m.-1 p.m.

**Annual "Jingle & Mingle" Holiday Party**, a ChamberWest Women in Business event, in partnership with EyeCare4Kids and local school districts. Cost is \$35, with \$10 of each registration going to EyeCare4Kids for free eye exams. Location is Western Gardens Center, 4050 W. 4100 S., No. 101, West Valley City. Details are at [chamberwest.com](https://chamberwest.com).

## Dec. 9, 11:15 a.m.-1 p.m.

**Holiday Soiree**, a South Valley Chamber of Commerce Women in Business event. Location is The Ballpark at

America First Square, 11111 S. Ballpark Drive, South Jordan. Cost is \$23 for members, \$35 for nonmembers. Details are at [southvalleychamber.com](https://southvalleychamber.com).

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

**"Chamber Connections,"** a Davis Chamber of Commerce networking event. Location is Davis Chamber, 450 S. Simmons Way, Kaysville. Free. No RSVP needed. Open to the public and Davis Chamber members. Details are at [davischamberofcommerce.com](https://davischamberofcommerce.com).

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

**Membership Engagement Event/2025 Holiday Luncheon**, a Point of the Mountain Chamber of Commerce event. Food donations will support Tabitha's Way Food Pantry in Saratoga Springs. Location is Hilton Garden Inn, 3150 N. Hotel Loop, Lehi. Details are at [thepointchamber.com](https://thepointchamber.com).

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

**"Women in Business Lunch and Networking,"** a West Jordan Chamber of Commerce event. Speaker is Deb Gabor. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Details are at [westjordanchamber.org](https://westjordanchamber.org).

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

**Non-Profit Technology Education Workshop and Networking Event**, a Silicon Slopes event. Speaker Lisa Montague of Coat Rack Web Service will discuss how she helps nonprofits optimize technology for better decision-making and avoiding mistakes. Speaker Matthew Darnell of Comtel.Cloud will discuss the tools and methods that he uses to maximize every penny spent on technology. Location is Silicon Slopes, 2600 Executive Parkway, No. 140, Lehi. Free. Details are at <https://www.siliconslopes.com/events>.

## Dec. 10, 4-6 p.m.

**WTC Holiday Social**, a Women Tech Council event. Keynote speaker Whitney Johnson, bestselling author and CEO of Disruption Advisors, will discuss "Own the AI Shift" and growth, adaptability, and how to thrive as AI reshapes the world. Location is Adobe, 3900 Adobe Way, Lehi. Cost is \$35. Details are at <https://luma.com/47osmi3j>.

## Dec. 10, 5-7 p.m.

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is McKay-Dee Hospital, North Campus, 3903 Harrison Blvd., Ogden. Free for chamber members, \$35 for nonmembers. Details are at [ogdenweberchamber.com](https://ogdenweberchamber.com).

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# PUBLIC NOTICES

D. Scott Crook (7495) scott@crooklegal.com  
Wyatt Macfarlane (19610) wyatt@crooklegal.com  
CROOK LEGAL GROUP PLLC 175 South Main Street, Suite 520 Salt Lake City, Utah 84111 Telephone: 801.839.7905  
Attorneys for the Jane Rogers Wirthlin Parker Estate  
IN THE SEC- OND JUDICIAL DISTRICT COURT  
IN AND FOR DAVIS COUN- TY, STATE OF UTAH  
IN THE MATTER OF THE ESTATE OF JANE ROGERS WIRTHLIN  
ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDI- TORS  
PARKER, Deceased.  
Probate No. 253700651  
Judge Michael D. Direda  
TO: Davis Journal  
You will please publish the following announcement of appointment and notice to creditors once a week for three successive weeks:  
ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDITORS  
Estate of Jane Rogers Wirthlin Parker, Deceased Probate No. 253700651  
Daniel John Parker, whose address is 442 S. Red Fox Trace, Logan, Utah 84321, has been appointed Personal Representative of the above-entitled estate. Creditors of the estate are hereby notified to: (1) deliver or mail their written claims to the Personal Representative at the address above; (2) deliver or mail their written claims to the Personal Representative's attorney of re- cord, D. Scott Crook of Crook Legal Group PLLC, at the following address: 175 South Main Street, Suite 520, Salt Lake City, Utah 84111; or (3) file their written claims with the Clerk of the District Court in Davis County, or otherwise present their claims as required by Utah law within three months after the date of the first publication of this notice or be forever barred.  
Date of first Publication: Friday, November 28, 2025.  
D. Scott Crook (7495)  
Attorney for Personal Representative  
CROOK LEGAL GROUP PLLC  
175 South Main Street, Suite 520  
Salt Lake City, Utah 84111  
Telephone: 801.839.7905  
scott@crooklegal.com  
Publishing: 12/01/2025, 12/08/2025, 12/15/2025

Adrienne M. Jack, #17073  
Brent A. Andrewsen, #10035  
HOLLAND & HART LLP  
222 South Main Street, Suite 2200  
Salt Lake City, Utah 84101-2001  
Telephone: (801) 799-5800  
Fax: (801) 983-9607  
Attorneys for the Co-Personal Representatives, Lisa Davis and Brad Magnuson  
In the District Court of Utah  
Second Judicial District in and for Davis County  
Court Address: Farmington District Court, 800 West State Street, Farmington UT 84205  
In the Matter of the Estate of CHARLENE MAGNUSON, a/k/a Charlene S. Magnuson, a/k/a Charlene Stampel Magnuson, Deceased

**Announcement of Appointment and Notice to Creditors**  
253700563  
Case Number  
Hon. JOSEPH BEAN  
Judge

To: The Davis Journal  
Please publish the following once a week for three weeks in a row.  
Announcement of Appointment and Notice to Creditors  
Estate of CHARLENE MAGNUSON, a/k/a Charlene S. Magnuson, a/k/a Charlene Stampel Magnuson, Deceased .  
Case Number 253700563  
Lisa Davis and Brad Magnuson have been appointed co-personal representatives of this estate. All persons having claims against the decedent must present their claims in writing within three months after the date of the first publication of this notice or the claims will be forever barred.  
Written claims may be:  
· Delivered or mailed to the co-personal representatives or their attorney at the address below, or  
· Filed with the Clerk of the District Court in Davis County.  
Date of first publication: November 17, 2025.

Adrienne M. Jack, #17073  
Brent A. Andrewsen, #10035  
HOLLAND & HART LLP  
222 South Main Street, Suite 2200  
Salt Lake City, Utah 84101-2001  
Telephone: (801) 799-5800  
Email: amjack@hollandhart.com  
Email: baandrewsen@hollandhart.com

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**NOTICE**  
Notice is given to NATHANIEL HANKS aka JONATHAN GLATTLI and JOHN DOE, that you have been identified by Kendra Leann Moore, the natural mother, as a potential or possible father of a male child; born October 2025. 1. Kendra Leann Moore, the natural mother, plans to place the child for adoption. 2. Under Sections 8-106 and 8-107, Arizona Revised Statutes, you have the right to consent or withhold consent to the adoption. 3. Your written consent to the adoption is irrevocable once you give it. 4. If you are not in agreement with the adoption plan, and want to withhold consent to the adoption, you have thirty (30) days from the date of service of this notice to complete both of the following tasks: a. You must initiate paternity proceedings under Title 25, Chapter 6, Article 1, Arizona Revised Statutes, and b. You must serve the mother within thirty days after completion of service of this Notice with the paternity paperwork. 5. You have the obligation to proceed to judgment in the paternity action. 6. In the paternity proceedings, you have the right to seek custody. 7. If you are established as the child's father, you must begin to provide financial support. You may also be responsible for past support pursuant to A.R.S. §25- 809(A). 8. If you do not file a paternity action under Title 25, Chapter 6, Article 1 and do not serve the mother within thirty days after completion of the service of this Notice and pursue the action to judgment, you cannot bring or maintain any action to assert any interest in the child. 9. A potential father who fails to file a paternity action and who does not comply with all applicable service requirements within thirty days after being served with this notice (even if by publication) waives his right to be notified of any judicial hearing regarding this child's adoption or the termination of parental rights and his consent to the adoption is not required. 10. The Indian child welfare act may supersede the Arizona Revised Statutes regarding adoption and paternity. 11. For purposes of service of a paternity action under Title 25, Chapter 6, Article 1, Arizona Revised Statutes, service may be made on the mother at her adoption agency's office, American Adoptions, 16930 East Palisades Boulevard, Suite 144, Fountain Hills, Arizona 85268. THIS IS A LEGAL NOTICE. IF YOU DO NOT UNDERSTAND THE MEANING OF THIS NOTICE YOU SHOULD IMMEDIATELY CONTACT AN ATTORNEY TO ASSIST YOU IN RESPONDING TO THIS NOTICE. YOUR RIGHT TO PARENT YOUR CHILD WILL BE LOST IF YOU DO NOT ACT TO ESTABLISH YOUR PATERNITY WITHIN THIRTY (30) DAYS. NO FURTHER NOTICE WILL BE GIVEN.  
Publishing: 11/24/2025, 12/01/2025, 12/08/2025, 12/15/2025

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Cellco Partnership and its controlled affiliates doing business as Verizon Wireless (Verizon Wireless) proposes to construct a 35-foot public lighting communications structure at the approx. vicinity of 4008 South Bountiful Boulevard, Bountiful, Davis County, UT 84010. Lat: [40-50-44.07] Long: [-111-52-33.56]. Public comments regarding potential effects from this site on historic properties may be submitted within 30 days from the date of this publication to: Trileaf Corp, Brittney Orlando, b.orlando@trileaf.com, 66 South Logan Street, Denver, CO 80209. (314) 997-6111.  
Publishing: 12/01/2025

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# The hidden epidemic of unexplained pain

A new national survey from the Association for the Treatment of Neuroplastic Symptoms has revealed a striking statistic: 48 percent of U.S. adults experience pain or illness that either lacks a clear medical explanation or fails to respond to treatment as expected. These findings suggest that nearly half of American adults may be living with unresolved symptoms that interfere with their quality of life, productivity and well-being.

Given the magnitude of this number, it is highly likely that many employees in every organization are affected. These individuals often move from doctor to doctor, undergo extensive testing, and try multiple treatments with limited relief. The consequences extend beyond personal suffering and include lost workdays, reduced performance, and higher health care costs for employers.

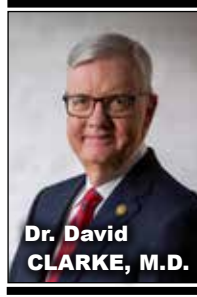
## The many faces of unexplained illness.

The conditions included in this category are as varied as they are common. People may experience chronic pain in the back, neck or joints; persistent fatigue or brain fog that reduces concentration; or complex disorders such as fibromyalgia, irritable bowel syndrome or migraine headaches. Others may struggle with pelvic pain, neurological symptoms or other physical complaints that seem to defy diagnosis.

When tests come back normal and treatments fail, both patients and physicians are left frustrated. Patients often hear phrases like “we can’t find anything wrong” or they wonder if the doctor thinks “it’s all in your head,” which feels dismissive and discouraging. Fortunately, new scientific research offers a clear, evidence-based explanation for many of these symptoms.

## A new understanding: Neuroplastic symptoms.

Advances in neuroscience show that the source of many unexplained or treatment-resistant symptoms lies not in damaged structures or organs, but in altered nerve circuits in the brain. These are known as neuroplastic symptoms, reflect-



Dr. David  
CLARKE, M.D.

ing the brain’s remarkable capacity to change and adapt (neuroplasticity).

In essence, the brain’s pain and symptom circuits can become “stuck” in reactive patterns, continuing to gener-

ate real sensations in the body even after any original injury, infection or stressor has resolved. This phenomenon is similar to the way the brain can continue to “feel” pain in a missing limb after amputation — a condition known as phantom limb pain. The experience is entirely real, but its source is neural rather than structural.

## The role of life experiences and emotional stress.

Neuroplastic symptoms often arise as a response to life challenges, stress, trauma or the long-term impact of adversity in childhood. Over time, the brain learns to interpret emotional distress as physical discomfort, leading to patterns of pain, fatigue or other symptoms. The symptoms are not imagined; rather, they represent a real physiological process in which emotional or psychological factors influence nerve signaling.

Research also shows that unrecognized or unprocessed emotions — such as anxiety, anger, guilt, shame or sadness — can activate the same brain regions that regulate pain and other bodily sensations. When these neural pathways remain chronically engaged, physical symptoms can persist or worsen, even in the absence of disease.

This understanding reframes the problem: The issue is not that the symptoms are “in someone’s head,” but that the brain itself has learned to produce them. The good news is that what has been learned can also be unlearned.

## Evidence-based treatment: Rewiring the brain.

The field of neuroplastic pain treatment has grown rapidly over the past decade.

Controlled research trials have demonstrated dramatic success in helping patients reverse these symptoms by retraining the brain’s signaling patterns. In these treatments, patients learn to calm overactive neural circuits, reprocess emotional experiences, and reduce the brain’s tendency to misinterpret signals as threats. These approaches often combine education, cognitive-behavioral strategies, mindfulness, expressive writing and somatic awareness. Many patients experience significant or complete relief, sometimes within weeks. For example, studies of structured neuroplastic pain programs have found that a majority of participants report substantial improvement and some become symptom-free.

Despite these encouraging results, relatively few physicians have received formal training in diagnosing and treating neuroplastic symptoms. Medical education has traditionally focused on structural or biological causes of illness, leaving a gap in understanding conditions that are brain-based but not psychological in the conventional sense. This gap has contributed to years and sometimes decades of unnecessary suffering for patients whose symptoms were never properly explained.

## Impact on the workplace.

The implications for employers and business leaders are significant. Chronic pain, fatigue and related symptoms are among the top causes of lost productivity and absenteeism. Employees who appear physically healthy on paper can struggle with persistent discomfort that undermines focus, engagement and morale. For organizations investing in employee wellness and health care, unrecognized neuroplastic symptoms represent both a human and financial challenge.

Encouraging education and awareness about this new understanding can lead to earlier identification, appropriate referral and more effective support. Workplaces that foster open dialogue about stress,

trauma and mind-body health can play a vital role in reducing stigma and guiding employees toward recovery resources.

Fortunately, evidence-based resources are now widely available. The Association for the Treatment of Neuroplastic Symptoms offers a Self-Assessment Quiz that helps individuals identify whether their symptoms could be neuroplastic in nature. A growing number of online courses, books and apps teach practical methods for reducing neuroplastic pain. In addition, directories of trained professionals can help patients find clinicians familiar with these techniques.

## A paradigm shift in health and healing.

The recognition of neuroplastic symptoms represents one of the most important developments in modern medicine. It challenges the outdated divide between physical and psychological illness and provides a compassionate, science-based framework for understanding unexplained pain and illness.

This new model offers validation and hope for the millions of Americans who have been told their tests are normal even while their suffering persists, and highlights a new path forward for employers seeking to improve the health and productivity of their teams.

As the science continues to evolve, the message is clear: The brain can change, and symptoms that once seemed unchangeable can be healed.

About the author: Dr. David Clarke is the president of the Association for the Treatment of Neuroplastic Symptoms (ATNS), a 501(c)(3) nonprofit dedicated to ending the chronic pain epidemic. Clarke holds an M.D. from the University of Connecticut School of Medicine, and is board-certified in internal medicine and gastroenterology. He is host of the podcast “The Story Behind the Symptoms.” His organization’s mission is to advance the awareness, diagnosis and treatment of stress-related, brain-generated medical conditions. Learn more at [Symptomatic.Me](http://Symptomatic.Me).

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