

INSIDE

TOOELE

New railroad comes to county **Page 4**

CEDAR CITY

Pipe-maker eyes expansion **Page 4**

PROVO

Studio company on NYSE **Page 6**

40TH ANNIVERSARY

STEELCOUNTERS
40 years serving Utah **Pages 12-13**

Industry Briefs

Page 10

Business Calendar

Page 14

People on the Move

Page 15

BUSINESS JOURNAL Lists

Top 100 Utah Companies Championing Women

Pages 19-22

Utah joins FTC & other states in suing Ticketmaster and Live Nation

John Rogers
Salt Lake Business Journal

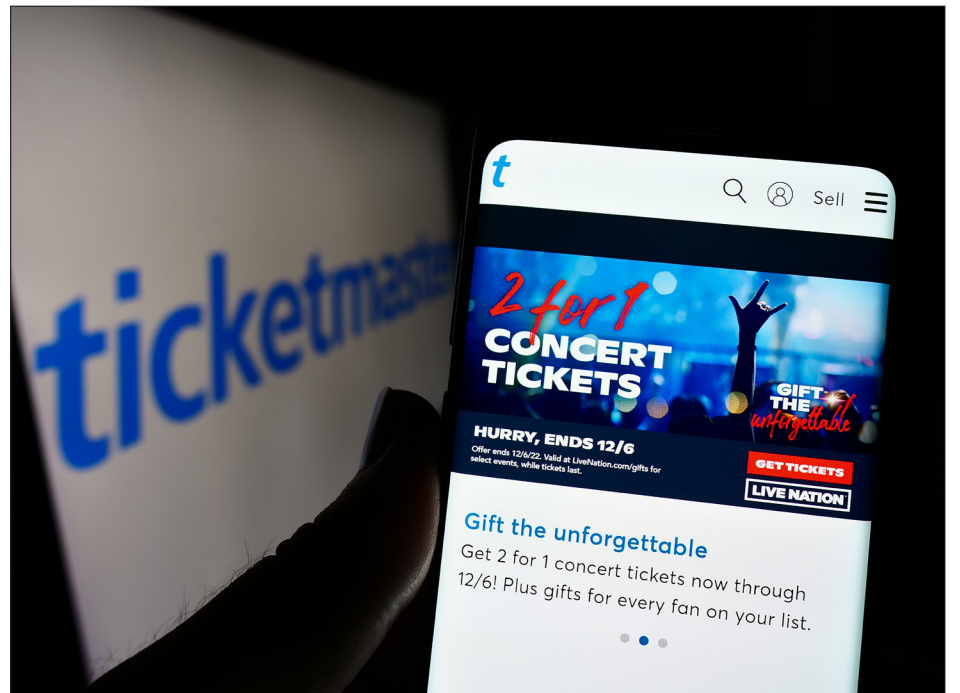
Utah has joined six other states and the U.S. Federal Trade Commission (FTC) in a bombshell lawsuit against Ticketmaster, accusing the online broker of raking in profits through exorbitant fees and turning a blind eye as bots illegally resell millions of tickets to customers.

The suit names Ticketmaster and its parent company, Live Nation Entertainment Inc., and accuses them of hiding fees and misrepresenting ticket prices. The suit also alleges Ticketmaster encouraged brokers to circumvent the site's enforcement measures and sell millions of tickets on the secondary market.

The Utah Department of Commerce's Division of Consumer Protection (DCP) and the Office of the Utah Attorney General (OAG) brought claims under the lawsuit filed recently in the United States District Court for the Central District of California.

The other states joining Utah in the suit are Colorado, Florida, Illinois, Nebraska, Tennessee and Virginia.

"Anyone who has ever tried buying concert tickets, only to get hit with a pile of sneaky fees at the checkout, or perhaps even find out the show is actually 'sold out,' knows how frustrating it is to buy tickets with Ticketmaster or Live Nation," said Attorney General Derek Brown in his office's announcement of the suit. "Today, Utah says 'no more.'



The state of Utah has joined six other states in a lawsuit that accuses Live Nation-owned Ticketmaster of charging exorbitant extra fees for tickets and allowing violations of BOTS Act prohibitions on using bots to buy bulk tickets to sell on the secondary market. (Adobe Stock photo)

It is all too common for fans to get funneled to shady ticket brokers who charge jaw-dropping prices — way beyond what artists ever intended.

"Ticketmaster's game of bait-and-switch, cozying up with unscrupulous scalpers, inflates costs and leaves fans frustrated. Today Utah is stepping up, cracking down on these deceptive tactics, to make sure everyone can get seats to their favorite shows without being vic-

timized," Brown continued.

The FTC-authored suit alleges that California-based Ticketmaster deceived artists and consumers by engaging in bait-and-switch pricing through advertising lower prices for tickets than what consumers must pay to purchase tickets; deceptively claimed to impose strict lim-

see TICKETMASTER page 2

Valar Atomics breaks ground for test reactor at Utah San Rafael Energy Lab

John Rogers
Salt Lake Business Journal

In what is being characterized as a significant step in Utah's efforts toward energy security, ground was broken Sept. 11 for the state's first nuclear test reactor.

The Utah San Rafael Energy Lab (USREL) and Valar Atomics launched the reactor effort at the USREL site in Orangethorpe in Emery County. USREL is an initiative of the Utah Office of Energy Development (UOED).

Valar Atomics was one of 11 companies selected in June by the U.S. Department of Energy (DOE) for its Nuclear Reactor Pilot Program, following an executive order by Pres. Donald Trump that reformed the process of reactor testing to expedite the time it takes for approval. As part of the program, the DOE will support the projects to construct, operate and achieve criticality of at least three test reactors using the DOE authorization process by July 4, 2026.

In addition to Valar, the selected companies are Aalo Atomics Inc., Antares Nuclear Inc., Atomic Alchemy Inc., Deep

Fission Inc., Last Energy Inc., Oklo Inc., Natura Resources LLC, Radiant Industries Inc. and Terrestrial Energy Inc.

"President Trump's Reactor Pilot Program is a call to action," said James P. Danly, U.S. deputy secretary of energy at the time of the launch of the program. "These companies aim to all safely achieve criticality by Independence Day, and DOE will do everything we can to support their efforts."

see VALAR page 2



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TICKETMASTER from page 1

its on the number of tickets that consumers could purchase for an event, even though ticket brokers routinely and substantially exceeded those limits; and sold millions of tickets, often at much higher cost to consumers, on its resale platform that those brokers obtained in excess of artists' ticket limits.

"President Donald Trump made it clear in his March executive order that the federal government must protect Americans from being ripped off when they buy tickets to live events," said FTC Chairman Andrew N. Ferguson, in his office's statement. "American live entertainment is the best in the world and should be accessible to all of us. It should not cost an arm and a leg to take the family to a baseball game or attend your favorite musician's show. The ... FTC is working hard to ensure that fans have a shot

at buying fair-priced tickets, and today's lawsuit is a monumental step in that direction."

Ticketmaster is America's leading provider of tickets for concerts — controlling about 80 percent or more of major concert venues' primary ticketing — and it also has a growing share of ticket resales in the secondary market. From 2019 to 2024 alone, consumers spent more than \$82.6 billion purchasing tickets from Ticketmaster.

The FTC alleges that in public, Ticketmaster maintains that its business model is at odds with brokers that routinely exceed ticket limits. But in private, Ticketmaster acknowledged that it benefits from brokers preventing ordinary Americans from purchasing tickets to the shows they want to see at the prices artists set, Rolling Stone magazine reported.

In their statement, Utah officials allege Ticketmaster's fees above the ticket price averaged from 24 percent to 44 percent of the total ticket price. From

2019 to 2024, Ticketmaster generated over \$11 billion in revenue from mandatory fees.

"Live Nation and Ticketmaster have systematically eroded consumer trust by deliberately misrepresenting ticket costs. By hiding mandatory fees and misleading customers about ticket limits and security measures, they have not only violated consumer protection laws but also undermined the integrity of the ticket purchasing experience," said Margaret Woolley Busse, executive director of the Utah Department of Commerce. "Our Division of Consumer Protection plays a vital role in ensuring transparency in pricing. We are committed to protecting consumers from deceptive practices and unnecessary fees. We are taking action to hold Live Nation and Ticketmaster accountable and restore fairness in the marketplace."

The FTC vote authorizing the staff to file the complaint was 2-0-1, with Commissioner Melissa Holyoak recusing her-

self due to her previous work as Utah's solicitor general.

The suit is seeking billions of dollars in penalties under the Better Online Ticket Sales Act, or BOTS Act. The FTC has jurisdiction over the 2016 law, which bans the use of bots to buy tickets in bulk — a common tactic that allows resellers to jack up prices. The BOTS Act allows fines of up to \$53,000 per violation. That means Ticketmaster, in theory, could face huge fines that could bankrupt the company.

In recent years, Ticketmaster came under harsh criticism for its mishandling of ticket sales to Taylor Swift's "Eras Tour." Utah Sen. Mike Lee was one of the senators questioning Ticketmaster's market power following the company's presale meltdown.

In a Senate Antitrust Committee hearing, Lee said, "It's very important that we maintain fair, free, open and even fierce competition. It increases quality and it reduces prices."

VALAR from page 1

Each company will be responsible for all costs associated with designing, manufacturing, constructing, operating and decommissioning its test reactors, according to DOE officials.

The USREL site will host Valar's Ward 250, a next-generation test reactor that integrates three proven technologies: TRISO fuel (uranium kernels encased in ceramic layers for added safety), helium coolant and graphite moderators. Together, these features enable safer operations over past nuclear technologies and offer the ability to operate at higher temperatures than traditional plants. Valar officials said. Small modular reactors (SMRs) like Ward 250 are designed to deliver clean, reliable power wherever it is needed.

Test reactors like Valar's are a significant addition to the USREL's research portfolio, which includes a wide range of energy projects, from traditional to emerging technologies, UOED said in a release.

"Utah is proud to partner with Valar," said Jaron Wallace, director of the USREL. "This research effort has the support of the state of Utah, the Department of Energy and the lab. Valar's project isn't just bringing cutting-edge nuclear technologies to the state; their unique focus on concentrated infrastructure means Utah will have the industrial-scale power needed to power our communities and businesses."

"Valar Atomics is proud to partner

with Gov. [Spencer] Cox and the state of Utah on America's nuclear comeback," said Isaiah Taylor, Valar Atomics CEO and founder. "President Trump set an ambitious goal — to bring advanced reactors to criticality by July 4, 2026 — and Utah and Valar are answering that call. With today's groundbreaking, we're moving from plans to construction to deliver dependable, affordable power for AI, advanced manufacturing and American industry. It's a decisive step toward the energy abundance Gov. Cox envisions and toward making Utah a leader in nuclear."

"The test reactor launch, which coincides with the 24th anniversary of 9/11, underscores the need for energy security and independence," the state release said. "As Utah and the nation face rising demand for electricity, advanced nuclear technologies offer an energy-dense, low-emissions resource with a smaller land footprint than many existing resources. Nuclear power, along with geothermal, natural gas, battery storage and other resources, is central to 'Operation Gigawatt,' Utah's plan to double electrical-generating capacity and create robust, domestically sourced energy ecosystems."

"Energy security is a priority for Utah and the U.S.," said Emy Lesofski, director of the Utah Office of Energy Development and energy advisor to Cox. "This groundbreaking marks a historic moment — one where we choose resilience, innovation and global leadership through partnerships like the Valar-US-



Officials from the Utah Department of Energy Development, the Utah San Rafael Energy Lab, Kiewit Corp. and Valer Atomics turn the first dirt at the site of construction of Valar's test reactor in Emery County as part of the DOE's Nuclear Reactor Pilot Program. (Photo courtesy Utah San Rafael Energy Lab)

REL collaboration."

Valar Atomics has chosen the Kiewit Corp., based in Omaha, Nebraska, for engineering and construction; Goree Architects of Houston for architecture and design; and Denver-based Sprung Construction for the building.

The Utah San Rafael Energy Lab was established by the Utah Office of Energy Development as a hub for energy research and innovation. USREL supports Utah's "any-of-the-above" energy strategy by hosting a wide range of projects.

Valar's SMR technology is based on a helium-cooled, high-temperature gas reactor, reaching 900 degrees Centigrade

— triple that of conventional nuclear reactors. These will be built at a nuclear equivalent of a "gigafactory" (where batteries are built), except Valar calls them "gigasites," to be deployed at predominantly off-grid projects to power data centers and industrial plants.

Valar has raised \$19 million in a seed funding round to develop its first test reactor. The financing was led by Riot Ventures, with AlleyCorp, Initialized Capital, Day One Ventures and Steel Atlas participating. Earlier this year, Valar emerged from a stealth operating mode, a phase of growth where it operated quietly to protect its technology.

Stadler gets state help on capacity-doubling expansion

Brice Wallace
Salt Lake Business Journal

A rail-car manufacturer is picking up some economic steam for a huge plant expansion in Salt Lake City.

Stadler US Inc., which has its North American hub in the Northwest Quadrant, will double its production capacity and grow from its current 500-employee headcount.

The announcement came after the company was approved for a tax credit incentive of up to about \$2 million over 15 years by the Governor's Office of Economic Opportunity board at its September meeting.

The incentive is tied to the creation of 65 high-paying jobs over 15 years, "but obviously there are many others that will be added that will also add to the community as well," Chris Conradi, chief financial officer of Stadler US, told the board.

"What that means is our end job capacity will be over a thousand once this is complete," Conradi said. "We don't anticipate getting there tomorrow, but over time, over the next several years, we anticipate growing steadily and achieving that number long down the road."

The project also is expected to feature capital spending of nearly \$189.5 million by the company.

"Since we opened our Salt Lake City facility in 2019, we've secured critical contracts, created hundreds of high-skilled jobs, and firmly established Utah

as a center of excellence in rail manufacturing," Martin Ritter, CEO of Stadler North America, said in a prepared statement. "Thanks to the support of the Utah Governor's Office of Economic Opportunity, we are expanding our plant to boost production capacity and further invest in the training and expertise of our local workforce — strengthening both Stadler's U.S. operations and the economic future of Utah."

Stadler US is part of Swiss-based Stadler, which has more than 15,200 employees worldwide at eight production and six engineering locations as well as over 80 service locations. Stadler is the world's leading manufacturer of rack-and-pinion railway vehicles. The Salt Lake City U.S. headquarters and primary U.S. manufacturing facility builds a range of rail vehicles for the North American market, including light rail, metro, diesel-electric, and hydrogen- and battery-powered trains.

Stadler chose Utah for a temporary U.S. base in 2015 while it decided on a permanent location. At the time, it was approved for a pair of state incentives for the project, tied to the creation of up to 1,000 jobs over 15 years. It rented a facility starting in 2016 and opened the state-of-the-art manufacturing plant in Salt Lake City in 2019.

Conradi said the coming expansion will allow the company to bring in welding operations that have been happening overseas. The project also involves expanding assembly halls, office space and

project management jobs. The expansion is expected to be finished by mid-2026.

"With that, we're taking off," he said. "We hope that the sky's the limit here and we continue to grow in the state and sell more of our product nationwide."

"Stadler is an amazing partner to Salt Lake City and the state, and we're so excited about their continued expansion in our city, providing really high-quality manufacturing jobs to our residents," Peter Makowski, deputy director of business development for Salt Lake City, told the GOEO board.

The expansion is expected to generate new state tax revenue of over \$8 million over 15 years. New total wages for the incentivized jobs are projected at over \$93.8 million during that time, with the new jobs paying an average wage of \$113,774.

"Railway manufacturing drives high-quality job creation, strengthens Utah's advanced manufacturing sector, and positions the state as a hub for innovation and next-generation transportation," Jefferson Moss, GOEO's executive director, said in a prepared statement. "Stadler's growth highlights how global companies are drawn to Utah's pro-business environment and innovative spirit. Investments like this create lasting value — for our economy and for Utahns through skilled careers and stronger communities."

"Stadler Rail is laying tracks for innovation right here in Salt Lake City, where they are building electric and hydrogen rail systems that ship across the coun-

try," said Ryan Starks, executive director of the Economic Development Corporation of Utah. "Its products and commitment to workforce training are moving the rail industry full steam ahead, and Utah's advanced manufacturing industry continues to be a catalyst for innovation and growth."

Colin Gibbs, director of business development for the Salt Lake City Department of Economic Development, said the expansion "is a clear example of human-centered economic development in action — innovation that leads to good jobs and sustainable growth for Salt Lakers. This project strengthens our local workforce and ensures opportunity is created here at home. Salt Lake City is proud to support investments that double down on our people while fueling the next chapter of economic growth."

GOEO does not provide upfront cash incentives. Each year that an incentivized company meets the obligations in its contract with GOEO, it will qualify to receive a portion of the new, additional state taxes the company paid to the state.

Earlier this year, the Utah Inland Port Authority awarded the company a tax incentive for the pending expansion, in the form of an annual property tax differential rebate equivalent to 10 percent of the assessed property tax, after completion of the development. The rebate will be provided yearly for up to 25 years, provided continued operation within the Northwest Quadrant during that time.

Looking forward: The future for first-time homebuyers

Tom Haraldsen
Salt Lake Business Journal

Note: This is from an interview with Todd Hatfield, vice president of consumer and mortgage lending for Granite Credit Union.

What lies ahead for those looking to buy their first home? There's a range of viewpoints and opinions from Realtors, lenders and builders, but one thing is clear: The future remains fluid.

Todd Hatfield said the two largest issues right now in real estate are affordability and inventory, or lack thereof.

"For a first-time homebuyer, where the prices were once about \$350,000 and the rates were like 4 percent, that's all changed now to maybe a \$550,000 house at 6 1/2 percent. So the biggest



Todd Hatfield
Granite Credit Union

question I get asked is 'how do we combat that?'" he said. "What is the outlook for Utah? I'll be honest, I don't have a very good outlook on that. Those costs don't seem to be relaxing."

He said that while interest rates are falling a bit, that is bringing more buyers into the market. With limited inventory for first-home buyers, demand causes prices to rise.

"It's a cycle, and a lot of lenders are trying to find ways to help," he said. "At Granite, we've come up with programs for first-time buyers like a permanent

buydown. They have to qualify at 80 percent for their area medium income, about \$93,000, but it can give them a 30-year mortgage with a lesser interest rate, as much as 2 percent. We're looking at things like that which we can do."

Hatfield said it's kind of a crazy cycle right now. Homebuilders can't seem to finish homes fast enough and still make them affordable for people. It's one reason why many builders have gone to townhomes or condominiums to help meet the first-home demand. It also addresses the increased demand for water, as fewer lawns and gardens lessen water consumption.

He said that even though building prices for materials have come down over the last two years, builders don't want to lower prices and hurt the values of the homes already in those

neighborhoods.

"For places outside Salt Lake City, like in Lehi or Tooele, people who are willing to commute so they can get into their first homes are making purchases," he said. "It really depends on their willingness to spend more time in their cars and weighing that against having a home. Many feel it's worth it."

Hatfield added that many parents are selling their homes then using their equity to buy a larger home where they can live with some of their children.

"I always caution first-time buyers that just because I can qualify them for a mortgage doesn't mean they should do that mortgage," he said. "They need to know their living expenses and look at that, as well as their ability to budget. It's great to build equity and not pay rent, but only if it makes sense."

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Utah's first new railroad in a century opens in Tooele County

It's been more than 100 years since a new railroad was commissioned in Utah. But that changed earlier this month with a ceremony marking the opening of the Savage Tooele Railroad, an 11-mile, short-line route connecting the Lakeview Business Park in Grantsville to the Union Pacific mainline near I-80 at the south end of the Great Salt Lake.

The line provides tenants at Lakeview Business Park with enhanced access to efficient rail transportation, "offering a significant and sustainable alternative to trucking logistics in the area," global logistics company Savage said in a release.

The railroad was approved by the U.S. Surface Transportation Board in 2024, with construction starting in November last year. The railroad will operate five days a week with a 286,000-pound gross rail load capacity, giving the industrial park's tenants access to markets across North America. The railroad was developed by Savage in conjunction with Union Pacific Railroad. It was scheduled to begin handling its first shipments by the end of September.

"This new railroad is a major step forward for Utah's economy," said Gov. Spencer Cox. "The Savage Tooele Railroad will open doors for Utah businesses, strengthen our supply chains and create opportunities that will benefit our state for generations."

"We know this is a much-needed link for the supply chain in northern Utah," said Jeff Roberts, president and CEO of Savage. "Now that the Savage Tooele Railroad is operational, we're excited to see it add value for our customers and support businesses in the area."

Lakeview Business Park is a 1,700-acre, master-planned site at the eastern end of Grantsville developed by The Romney Group and Prologis.

"Integrating rail service into Lakeview Business Park creates a logistical competitive advantage," said Gus Gradinger, vice president of customer-led development at Prologis. "This new connection expands options, reduces transportation costs and enables faster distribu-



Officials gather for the opening of the new Savage Tooele Railroad, the first new railroad in Utah in over 100 years. Pictured are (left to right) Jeff Roberts, Savage president and CEO; John Savage, vice chairman of the Savage board of directors; Charles Akerlow with Interstate Business Park; Mike Miller, Savage senior vice president and rail services leader; Phillip Hoskins, Savage vice president of business development; Josh Romney with The Romney Group; Jefferson Moss of the Governor's Office of Economic Opportunity; Abby Osborne of the Utah Inland Port Authority; Nathan Anderson of Union Pacific Railroad; and State Rep. Nicholeen Peck. (Photo courtesy of Savage)

tion — making the park an even more attractive place to do business."

"Lakeview has always been about building long-term value for users and the surrounding community," said Josh Romney, president of The Romney Group. "The Savage Tooele Railroad expands what's possible here and reinforces our commitment to forward-looking development."

"This is a win-win as we work together to meet growing demand in Salt Lake City," said Kenny Rocker, ex-

ecutive vice president of marketing and sales for Union Pacific Railroad. "Short-line partnerships like this one with Savage Tooele Railroad allow us to deliver innovative rail solutions that help our customers connect to our premier network and get to market faster."

Established in 1946, Savage is privately held and provides supply chain infrastructure and solutions with more than 4,000 team members in about 200 locations across the United States, Canada, Mexico and Saudi Arabia.

Pipe-maker plans Cedar City expansion

Brice Wallace
Salt Lake Business Journal

A South Korean-based company specializing in pipes and fittings for water and plumbing systems will expand in Cedar City, with plans to add 50 high-paying jobs in a \$52.2 million project over five years.

PPI America Inc. is part of PPI Pipe Co. Ltd., a company in South Korea's polyvinyl chloride (PVC) piping industry that was founded in 1976. PPI America was established in 2013.

"During our evaluation of expanding our presence in the U.S., when looking at Utah and Cedar City specifically, we were extremely impressed with the rapid development of Iron County and its logistical advantages," Agnes HyeJung Lee, president of PPI America Inc., said in a prepared statement.

Marcus Min, senior director of U.S. operations, told the Governor's Office of Economic Opportunity board, at its September meeting, that Cedar City is a strategic location. He said Cedar City reminds him of the company's headquarters in South Korea as "a manufacturing area and a great town surrounding it."

Min said only one person will move from South Korea to work at the plant and will be there for five years. All other hires will be people from the Cedar City area.

"Our goal is to promote, encourage and grow within Cedar City and hopefully in some other cities in other states eventually," he said.

David Johnson, economic development director for Cedar City and Iron County,

said PPI will be using a building formerly used by Mueller Industries, a producer of copper and copper alloy products.

"They (PPI) will be revitalizing a significant industrial facility here in Cedar City and Iron County," he said. "What they will bring to our community is fantastic, and with our position with the major western markets and rail and other things, we are excited to have them and they'll be a great support to us."

The GOEO board approved a tax credit incentive for the project of up to \$992,254 over five years. The project is expected to result in new state tax revenue of \$3.3 million during that time. New wages are expected to total nearly \$13.3 million, based on an average wage of \$100,361.

"Clean, reliable water is vital to Utah's future," Jefferson Moss, GOEO executive director, said in a prepared statement. "PPI America Inc. delivers safe drinking water while driving innovation, strengthening communities, and helping Utah attract new businesses."

In a prepared statement, Johnson noted Cedar City's ties to South Korea and welcomed PPI to the community. "Its decision to invest in Cedar City with a new production facility not only strengthens Utah's economy but also reinforces our reputation as a place where international companies thrive," he said. "We look forward to the success of PPI America Inc. in Cedar City and welcome it to Southern Utah."

GOEO does not provide upfront cash incentives. Each year that an incentivized company meets the obligations in its contract with GOEO, it will qualify to receive a portion of the new, additional state taxes the company paid to the state.

Chamber dashboard: Utah economy still on upward path

Utah's economy, as measured by employment growth, continues to outpace the nation. That's one of the metrics highlighted on the Salt Lake Chamber of Commerce's Road to Prosperity Economic Dashboard, released recently with August's numbers.

The dashboard, composed of metrics that point to how the state's economy is doing and how consumers are responding, is compiled by the chamber in conjunction with the Kem C. Gardner Policy Institute at the University of Utah.

"Utah's economy continues to be very strong, especially in relation to our national economy, and there are a few indicators that point us to that, and the No. 1 that I would mention is our employment growth," said Derek Miller, president and CEO of the chamber.

August numbers show Utah's employment grew 2.3 percent year-over-year, better than the country's 1 percent growth. Utah has added a cumulative

40,300 in the past year, bringing the state's current job count to 1,763,600.

"I really love to see when our job numbers are increasing because it drives so much," said Miller. "It's obviously important for individuals to have jobs and it means that they can take care of themselves and their family. It also means that they're making money."

Miller noted that two job sectors did see some loss: trade, and what's called "other services." The latter, he said, saw a dip due to crackdowns on immigration because those are jobs immigrants typically fill.

"Because our economy is diverse, we don't have all of our so-to-speak 'economic eggs in one basket'; we can withstand downturns in some industries," said Miller. "By and large, what we saw in our job growth is that these were across the board and almost all, except those two industries, saw job growth."

Miller said that if inflation trends to-

ward the Federal Reserve's 2 percent target, the better chances of interest rate cuts, which, in turn, will fuel the economy.

"We did see a slight uptick in inflation. It's still under 3 percent, which is good," Miller said. "It went from 2.3 percent to 2.7 percent, and we never want to see an uptick in inflation because that impacts the economy in a number of negative ways. But we're obviously very grateful that we're not where we were a year and a half ago, when we were approaching double-digit inflation."

Utah's seasonally adjusted unemployment rate sits at an estimated 3.3 percent, with 60,517 Utahns unemployed. That contrasts with the national unemployment rate of 4.2 percent.

"Robust job growth continues to fuel economic momentum, even as we see early signs of moderation in hiring trends," said Ben Crabb, chief economist with the Utah Department of Workforce Services. "While the unem-

ployment rate has edged up slightly, it remains near historic lows, underscoring the resilience of our labor market."

Consumer sentiment is also a metric reported on the chamber dashboard. The index rose in August to 79.9 compared to July's 78.4. A similar survey conducted by the University of Michigan found sentiment fell 5.7 percent during August among Americans as a whole.

"Utah's economy remains resilient, despite uneven economic indicators at the national level," Natalie Gochnour, director of the Gardner Institute, said in a statement released with the dashboard analysis. "High employment growth, record-breaking airport traffic and relatively stable consumer sentiment are all reasons for cautious optimism, especially when compared to the national sentiment decline of nearly 6 percent in August."

The Road to Prosperity Economic Dashboard can be accessed through the Salt Lake Chamber's website at slchamber.com.

Sandy-based Arbiter acquires BigTeams

Arbiter, a provider of K-12 athletic and event management based in Sandy, has announced its acquisition of BigTeams, an Ashburn, Virginia, high school athletics management platform.

The buyout follows Arbiter's recent acquisition of Minnesota-based athletics scheduling company rSchoolToday.

In its announcement, Arbiter said the transaction "unites three of the most trusted names in school sports technology."

"With this addition, Arbiter expands its reach, deepens its bench of innovation, and accelerates its mission to support every

school, coach, official and family involved in high school athletics and operations."

"While Arbiter and BigTeams have long supported school athletics, this partnership unifies the systems schools depend on every day," said Kyle Ford, CEO and president of Arbiter. "We're excited to bring new solutions to BigTeams' 3,000 customers, including payments, assigning, facility management, coach and official eligibility. It's a major step toward simplifying how schools manage their operations."

Joe Romano, CEO of BigTeams, added, "This is a milestone moment for

BigTeams. We've spent 20-plus years helping schools succeed, and joining Arbiter unlocks new opportunities for our team and our customers. The alignment in culture and mission is clear, and we're thrilled for what's ahead."

The combined organization will include over 150 U.S.-based employees and an international support infrastructure. Arbiter also maintains partnerships with more than 30 state athletic associations and is the official technology partner of the National Federation of State High School Associations.

"This partnership brings together expertise, relationships and shared values," Ford said. "We're humbled to welcome the BigTeams employees and customers to Arbiter and inspired by what we can accomplish together."

Arbiter's software is used by more than 20,000 schools, 4,500 leagues and associations and 7 million families nationwide. For more than 40 years, Arbiter has served school communities by managing the logistics of athletics and school activities, registrations, payments, scheduling, websites and facilities.

MWCN announces annual Utah 100 list

MountainWest Capital Network has released its 2025 Utah 100 list, highlighting the state's fastest-growing companies, as well as its Top 15 Revenue and Emerging Elite lists.

The lists are in alphabetical order. MWCN will unveil rankings of those companies during the Utah 100 Awards ceremony, set for Oct. 17 at the Grand America Hotel in Salt Lake City. This year's event will include a keynote address from Steve Starks, CEO of The Larry H. Miller Cos.

"Utah's economic strength is a direct reflection of our incredible businesses and the driven entrepreneurs and leaders behind them," said Chris Badger, chair of the MWCN Utah 100 committee. "The Utah 100 list this year celebrates companies that have navigated challenging market conditions and come out on top, continuing to create remarkable value for customers across a variety of sectors."

Founded in 1994, the Utah 100 celebrates its 31st year of recognizing the

growth and success of businesses across the state.

Utah 100 honorees are included according to a weighted average revenue calculation of percentage and dollar growth over a five-year period through December 2024. Those in the Top 15 Revenue category are included based on the highest total dollar growth over the same-five year period. The Emerging Elite represent organizations generally less than five years old that show the most promise of future growth. Companies are only recognized in one category.

The Utah 100 includes the following: &Collar, Action Solar, Allied Medical Waste, Alpha Warranty Services, AutoSavvy, Bank of Utah, Beauty Industry Group, Becklar, Beehive Meals, Black Rifle Coffee Co., Bonneville Builders, Bridge Investment Group, BZI Steel, Clarus Corp., Code Quick, Cole West, Comma Copywriters, Conserve, CUI Group, Dark Energy, Denik, Dental Buyer Advocates, Design Imagine, Devo, Diathrive, Domo, Dorai Home, Drive Wealth

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ing System, Utah Injury Law Center, Vortex Imaging, VLCM, Wavetronix, Weave Communications, WeLink, Western States, Zerorez and Zonos.

The Top 15 Revenue list include: Aptive Pest Control, BHI, Extra Space Storage, Green Dog, HealthEquity, Intermountain Electronics, Ken Garff Automotive, Layton Construction, Merit Medical, Pattern, SME Industries, Trucordia, Westland Construction, Young Automotive Group and Zions Bancorporation.

The Emerging Elite list includes Andersen's Crazy Candy, BCC Construction Group LLC, Breeze Airways, Jase Medical, Jump, Kingbee Rentals LLC, K'Lani, Leland, Lola Blankets, Nest Tiny Homes, Savvos Health, TELLUS Networked Sensor Solutions Inc. and Videra Health.

MountainWest Capital Network is Utah's first and largest business networking organization devoted to supporting entrepreneurial success and dedicated to the flow of financial, entrepreneurial and intellectual capital.

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Grow: The Chamber offers many tools to help promote your brand and connect with potential customers. We do this by providing exposure through our online member directory, social media, and a variety of sponsorship opportunities.

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Steady as she goes: Utah jobless rate stays at a low 3.3 percent

As the nation's unemployment rate crept up in August, Utah's jobless numbers remained steady for the third consecutive month.

The Utah Department of Workforce Services (DWS) reported Utah's August rate at 3.3 percent, meaning about 61,700 residents remain out of the workforce. Meanwhile, the national unemployment rate rose slightly to 4.3 percent.

Utah's nonfarm payroll employment for August is up an estimated 1.9 percent across the previous 12 months, with the state's economy adding a cumulative 33,600 jobs since August 2024. Utah's current job count stands at about 1,774,000.

"Utah's labor market continues to show job gains and a low unemployment rate," said Ben Crabb, chief economist with the Utah Department of Workforce

Services. "While some industries are cooling, the overall picture reflects a resilient economy with increasing wages and job openings exceeding the number of unemployed individuals."

Utah's August private-sector employment recorded a year-over-year growth of 1.7 percent, a 25,600-job increase. Seven of the 10 major private-sector industry groups posted net year-over-year job gains. The overall gains are led by education and health services (up 20,000 jobs), leisure and hospitality (up 4,200 jobs) and financial activities (up 1,700 jobs). The trade, transportation and utilities sector has lost about 3,000 jobs, while the "other services" category lost an estimated 1,300 jobs.

Additional information and analysis on Utah's employment situation, including county-by-county statistics, are available at the DWS website, jobs.utah.gov.

Gardner Institute launches research series about northwest Salt Lake County

In an effort to provide the information that decision-makers and community partners need to deal with the rapid growth in Salt Lake County's northwest region, the Kem C. Gardner Policy Institute at the University of Utah is launching "Northwest Valley Datapoints," a series of fact sheets designed to provide data about the area.

The first installment highlights key population and land-use characteristics of the region, which includes West Valley City, Kearns, Magna, Taylorsville and Salt Lake City west of I-15.

"Northwest Salt Lake County stands out as a unique and vibrant part of our state," said Heidi Prior, public policy analyst at the Gardner Institute and lead author of the research. "This initial report provides a foundational understanding of the region's geography, land use and key assets. Future reports will dig into the area's demographic, economic and housing characteristics, informing community stakeholders and supporting societal impact initiatives surrounding the

creation of the new Eccles Hospital and Health Campus."

Key findings from the research include the following:

Population: Northwest Salt Lake County is home to more than 330,000 Utahns — a population larger than Ogden, Provo and St. George combined.

Key Population Center: One in 10 Utahns lives in northwest Salt Lake County, which includes West Valley City, the second-largest city in the state.

Land Use: Approximately one-quarter of the land in northwest Salt Lake County is zoned for residential housing. The remaining land serves a wide variety of commercial, industrial, manufacturing, recreational and agricultural purposes.

Key Assets: The region is home to key statewide assets, including the Salt Lake City International Airport, the Utah Olympic Oval and the future Eccles Hospital and Health Campus.

"Northwest Valley Datapoints" is available online through the Gardner website, gardner.utah.edu.

Frazil acquires frozen drink companies in Missouri and So. California

Salt Lake City-based frozen drink company Frazil, a portfolio company of Freezing Point LLC, has announced two acquisitions that will expand the brand's nationwide reach across distribution channels that include convenience stores, entertainment venues, quick-service and limited-service restaurants and educational institutions.

Earlier this month, Frazil acquired the equipment and customer accounts of Berkeley Street Beverage, a Southern California-based frozen beverage provider. In business for over 20 years, Berkeley Street Beverage has a reported 4,700 accounts throughout Southern California.

"This acquisition allows us to build upon the strong customer relationships and local presence that Berkeley Street Beverage has developed over the years," said Kyle Freebairn, CEO of Frazil. "We're excited to welcome these new accounts into the Frazil network and look forward to providing outstanding service, dependable equipment, and high-quality products — with the added support and scale of the Frazil brand."

Frazil then acquired Alligator Ice, a family-owned slush brand based in Mis-

souri that has also been operating for more than 20 years. The company services more than 10,000 convenience stores across the U.S.

"Alligator Ice has established a strong presence in the convenience store channel over the past two decades," said Freebairn. "Welcoming the Alligator Ice team into the Frazil team represents an exciting step forward as we continue to expand our portfolio and deliver even greater value to our retail partners and customers nationwide."

"We're thrilled to be joining forces with the Frazil team and couldn't have asked for a better partner to help our customers reach their full potential in the frozen beverage category," said Russ Warner of Alligator Ice. "Alligator Ice has always been focused on helping our retail partners grow. Becoming part of Frazil strengthens that mission and gives us the ability to expand our reach and impact across the frozen beverage category."

The two new acquisitions follow Frazil's January purchase of Trident Beverage, a McLeansville, North Carolina-based frozen juice company that services school accounts across the country.

SLC's Arkade AI acquires Loop Marketers

Arkade AI, a Salt Lake City voice intelligence solutions provider, has acquired Loop Marketers, a Chicago-based lead generation firm specializing in leads for small to medium-sized businesses, primarily in the financial sector.

Arkade AI said the combination with Loop Marketers brings together Arkade's proprietary AI Business Intelligence Array with Loop Marketers' expertise in delivering direct-from-publisher live calls, search leads and email campaigns enabling businesses to transform leads into smarter, more profitable customer interactions.

"This acquisition is a game-changer for how businesses connect with their customers," said David McWilliams, CEO of Arkade AI. "Loop Marketers' expertise in generating high-ROI leads perfectly complements our AI-driven voice intelligence platform. Together, we'll deliver unmatched value, turning every lead into a strategic opportunity for growth."

"Partnering with Arkade AI elevates our ability to deliver exceptional leads to our clients," said Adam Stahy, CEO of Loop Marketers. "By combining our direct-from-publisher lead generation with Arkade's cutting-edge AI technology, we can provide smarter, more actionable insights that drive conversions and foster long-term customer loyalty. We're thrilled to join forces and shape the future of lead generation."

Loop Marketers will operate as a subsidiary of Arkade AI, retaining its brand and team to ensure continuity for clients while integrating Arkade's advanced AI tools. The combined strengths of the companies are expected to accelerate innovation, with new integrated offerings planned for release in the coming months, said McWilliams.

Terms of the acquisition were not disclosed.

Outdoor retailer Backcountry acquires Velotech Inc.

Park City-based Backcountry, a specialty retailer of outdoor gear and apparel, has acquired Velotech Inc., a cycling retailer company in Portland, Oregon.

Velotech operates cycling category Internet retailers BikeTiresDirect, Western Bikeworks and TriSports.

"The move strengthens Backcountry's position in the growing U.S. cycling market and broadens its ability to serve riders nationwide," Backcountry said in its release announcing the acquisition. "Velotech has grown into a leading Internet retailer for road cy-

cling gear by prioritizing customer service with competitive pricing, same-day shipping and a commitment to quality products."

Repeatedly recognized among Portland's fastest-growing companies, Velotech serves commuters, triathletes, road cyclists, cyclocross racers and mountain bikers under its banner "Cyclists Serving Cyclists." The company carries a broad range of products in the apparel, protection and nutrition categories.

"Velotech's cycling-first DNA and operational excellence make them a

Spirit Airlines to end service to Salt Lake City

Salt Lake City is among the destinations that will no longer be served by Spirit Airlines as it tries to consolidate operations amid financial difficulties.

The low-cost airline launched service to Salt Lake City International Airport with great fanfare in early 2022 but will quit flying to the Beehive State Oct. 2 as part of a bankruptcy restructuring plan.

"As part of our efforts to transform our business and position Spirit for long-term success, we are adjusting our network to focus on our strongest performing markets," the airline announced in a statement earlier this month. "We apologize to our guests for any inconvenience this may cause and will reach out to those with affected reservations to notify them of their options, including a refund."

Flights servicing Albuquerque, New Mexico; Birmingham, Alabama; Boise, Idaho; Chattanooga, Tennessee; Co-

lumbia, South Carolina; Oakland, California; Portland, Oregon; Sacramento, California; and San Diego and San Jose, California, will be permanently suspended Oct. 2, in addition to Salt Lake City. Spirit is also canceling its plan to begin service to Macon, Georgia, which was scheduled to start on Oct. 16.

Nancy Volmer, a spokeswoman for the Salt Lake City airport, noted that all of the cities serviced by Spirit from Salt Lake are covered by other airlines.

"Salt Lake City Department of Airports regrets to hear the news that SLC is one of the 11 markets that Spirit is leaving. We understand the challenges they are facing and wish them well," Volmer said in a statement.

Florida-based Spirit filed for bankruptcy at the end of August, just months after emerging from a previous Chapter 11 reorganization bankruptcy filing.

Angel Studios completes merger, now traded on NYSE

Angel Studios, a Provo-based media production company that bases operational decisions on votes from members of its "Angel's Guild," has closed on a previously announced merger with Southport Acquisition Corp., a special purpose acquisition company formed specifically to give rising companies the ability to become publicly traded.

With the closing, the combined company, now operating as Angel Studios Inc., has begun trading its Class A common stock on the New York Stock Exchange under the ticker symbol "ANGX."

Southport Acquisition Corp., led by Jared Stone as chairman and Jeb S. Spencer as CEO, is an investment firm, commonly called a "blank check" company, formed for the specific purpose of merging with or acquiring another business. The process allows companies to skirt the normal initial public offering process of becoming publicly traded.

Angel Studios is known for producing and distributing faith-based and family-friendly content, including the hit film "Sound of Freedom" and streaming shows like "Dry Bar Comedy," with a unique model that uses equity crowdfunding and audience input to finance and develop its stories. Its 1.5 million-member Angel's Guild votes on film and programming projects before the company proceeds with production.

No film or show is distributed without guild approval.

On its website, the studio says it "aims to 'amplify light' and provide an alternative to mainstream Hollywood, focusing on values-based and uplifting narratives for a dedicated global audience."

On Sept. 6, Angel closed a Regulation A round of crowdfunding, landing \$55 million in commitments from over 40,000 investors in just 18 days. With an earlier \$20 million raise from 31,000 subscribers, Angel hit the \$75 million JOBS ACT statutory limit.

The company also announced the signing of a \$100 million credit line from Phoenix-based Trinity Capital.

In its announcement of the closing of its merger with Southport, Angel Studios said, "Angel's public company debut underscores the strong momentum propelling the company into its next chapter. Through strong growth in Angel Guild membership, growing revenue performance, and an expanding global audience, Angel has demonstrated market demand and operational scalability. With a successful capital raise completed on Sept. 5, 2025, Angel is well-positioned to accelerate innovation, expand values-based storytelling and deliver long-term shareholder value."

Angel Studios and Southport executives celebrated their merger by ringing the NYSE closing bell on Sept. 11.

Lyman Communications announces promotion of Aaron Rose to CEO

Eagle Mountain-based Lyman Communications LLC has named Aaron Rose its new CEO. Rose assumed the role on Sept. 8, according to a release from the company, which said he will provide overall leadership and strategic direction for Lyman by establishing its vision, mission and long-term goals.

Lyman Communications provides long-term, temporary, emergency and rapidly deployable communication services with portable systems for cellular and Wi-Fi connectivity.

"It is truly an honor to be named Lyman Com's next chief executive officer," said Rose. "The company has a well-established reputation in the industry for execution and innovation, and I am honored to lead such an experienced and capable team."

Rose joined Lyman in 2025 as chief strategy officer. He has over 30 years of experience working with technology companies in corporate strategy, international business and business innovation.

"Rose brings exceptional industry experience and proven leadership to Lyman Communications," said Bill Landreth, president of Lyman. "He will leverage his experiences and knowledge to help lead Lyman Com's long-term strategy, including establishing



Aaron Rose, CEO of Lyman Communications

relationships with strategic partners, implementing sales and marketing initiatives, and developing risk mitigation and business resilience strategies.

"He brings a remarkable level of resolve in the face of complex challenges, a deep passion for growth, and a natural ability to inspire those around him to define what's next," Landreth added.

Wilson Connectivity opens St. George manufacturing hub

Wilson Connectivity, a St. George-based wireless communication technology company, has opened a new manufacturing facility, bringing all its operations into a single location.

The plant's opening ceremony was attended by company leadership, local government leaders and community partners.

"This new facility represents more than just expansion. It's about our commitment to American manufacturing and the incredible talent here in Utah," said Bruce Lancaster, CEO of Wilson Connectivity. "By establishing this cutting-edge operation, we're not only enhancing our production capabilities but also reinforcing our commitment to delivering innovative connectivity solutions that empower businesses to thrive in an increasingly connected world."

The facility houses 150 employees who work on manufacturing Wilson's Private 5G infrastructure and distributed antenna system solutions that eliminate cellular "dead zones" in commercial buildings, campuses and industrial facilities. The opening comes as demand surges for private wireless networks and in-building cellular coverage solutions across industries from health care to manufacturing, Lancaster said.

The facility enables Wilson to in-

crease its manufacturing capabilities while continuing to onshore technical surface-mount technology (SMT) manufacturing jobs. The consolidation allows warehouse and manufacturing operations to find new efficiencies and enables better collaboration among teams that were previously housed in separate locations, a Wilson release said.

"Wilson Connectivity's decision to expand their manufacturing operations here reflects St. George's emergence as a premier destination for technology companies," said Chad Thomas, economic development director for St. George. "As one of the fastest-growing cities in America, we're committed to diversifying our economy beyond tourism, and advanced manufacturing facilities like this are exactly what we need to create high-quality jobs and attract the next generation of innovators to Southern Utah."

"Having our entire team under one roof has transformed how we operate," said Misty Lyons, director of operations at Wilson. "We can now streamline our processes from inventory management through final assembly, which wasn't possible when our operations were spread across multiple locations."

The company previously operated from three separate buildings plus a third-party warehouse.

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Harvest Midstream buys gas network in Uinta & Green River basins for \$1B

Harvest Midstream, a Houston-based natural gas and crude oil midstream services supplier, has made a \$1 billion acquisition of an extensive natural gas gathering and processing network in Utah's Uinta and the Green River basins that stretches across parts of Wyoming, Utah and Colorado.

The transaction with Findlay, Ohio-based MPLX LP is expected to close in the fourth quarter of 2025.

"This acquisition is the beginning of the next chapter of Harvest's ambitious

and disciplined growth story," said Jason C. Rebrook, the company's CEO. "We are executing on a long-term vision to build a scaled, resilient midstream network capable of supporting America's energy needs for decades to come, and these premier MPLX assets fit squarely into that strategy. We look forward to applying our operational expertise, commercial agility and proven track record to deliver long-term value for our customers."

The Uinta Basin assets include ap-

proximately 700 miles of gas gathering pipelines and approximately 345 million cubic feet per day of active gas processing capacity at the Ironhorse and Stagecoach processing facilities near Vernal. The Green River Basin assets service multiple major gas fields in Wyoming and include approximately 800 miles of gas gathering and transportation pipelines and approximately 500 million cubic feet per day of active gas processing capacity from the Blacks Fork and Vermilion processing facilities and 10,000

barrels per day of fractionator capacity.

Following closing, Harvest will assume full operational control of the systems, deliver uninterrupted service for existing customers, and aggressively advance its vision of building a best-in-class, diversified midstream enterprise, the company said.

Harvest Midstream is a privately held midstream service provider focused on the gathering, storage, transportation, treatment and terminal operation of crude oil and natural gas.

Ortho Development announces executive leadership changes

Ortho Development, an orthopedic device manufacturer based in Draper, has made changes to its executive leadership. Hiroyuki Minamiya has been named CEO, joining Ortho Development from its parent company, Japan MDM. Greg Larson has been promoted to president, having been with the company for 25 years.

Minamiya has more than 30 years of global leadership experience in the medical device, electronics and imaging sectors. Prior to joining Ortho, he served in executive roles at Sony Corp. and Sony Olympus Medical Solutions, where he led global sales, marketing and product strategy for surgical imaging and integrated operating room systems. He also played roles in forming joint ventures, leading M&A initiatives and launching new business lines in the medical field across North America, Europe and Asia.

Larson most recently served as Ortho's chief financial officer and has played a role in driving the company's strategy and growth over the past two decades. His leadership has been instrumental in strengthening operations,

guiding financial performance and advancing key initiatives across the business, the company said.

"I am deeply honored to lead Ortho Development at a time when the company is growing and evolving," said Minamiya. "This team has built a strong reputation by staying focused on both its mission and its people, and I'm excited to help build on that foundation. I'm looking forward to continuing what's working and exploring new ways to move the company forward."

"I've been fortunate to grow with Ortho Development over the past 25 years, and it's been incredibly rewarding to see how far we've come," said Larson. "I'm looking forward to this next chapter and to supporting the people and partnerships that make this company what it is. There's a lot of momentum behind us, and I'm excited to help guide what comes next."

Ortho Development designs, manufactures and distributes orthopedic implants and related surgical instruments. The company's principal product focus is total knee and hip joint replacement.

Sequoia Financial to acquire Utah's Martin Worley Group

Akron, Ohio-based wealth manager Sequoia Financial Group LLC has announced that it has reached an agreement to acquire the Martin Worley Group, a wealth manager based in Cottonwood Heights.

Martin Worley provides personalized investment advisory services to individuals, multi-generational families, entrepreneurs, foundations and trusts. The firm, established in 2008 and SEC-registered since 2014, has a team of eight and had \$430 million in assets under management as of June 30.

Sequoia is also SEC-registered with \$27.6 billion in assets under management as of June 30. The firm serves more than 11,000 client households in all 50 states and the District of Columbia from 32 offices nationwide. The firm employs more than 400 people.

"We were looking for a firm with a shared commitment to cultivating and sustaining deep client relationships to

bring additional investment depth, planning resources and technology to our practice," said Brian Worley, Martin Worley's managing partner. "The motivation behind this integration of our two firms is to ensure continuity of service to our clients well into the future. Sequoia Financial is an ideal partner, with a nationwide presence, a dedicated and talented team, broad capabilities and happy clients."

Worley and his partners, Terra Thurgood and Barry Watson, will become equity owners in Sequoia Financial. All MWG colleagues will join the Sequoia Financial team after the transaction closes, which was expected to occur on Aug. 31.

"Brian, Terra, Barry and the entire team at the Martin Worley Group have built a strong business, and we're excited to combine our resources as we further expand Sequoia's national footprint," said Tom Haight, founder and CEO of Sequoia Financial.

Work Daze

Expense account cheaters, beware: James Bond GPT is here

Smashing SMERSH? Easy peasy. Melting down the plans of Auric Goldfinger? Walk in the park.

If you want to give a secret agent a real challenge, put them up against a powerful artificial intelligence system — a ruthless, large-language model with the ability to create deep-fake expense account receipts for deep-state, expense-account fakers with no regard for corporate guidelines or common decency.

That's a tall order for any secret agent, even if you're a chatbot yourself.

Chatbot vs. chatbot. That's the way the game is played today in the cloak-and-dagger world of expense account fraud detection. But don't take my word for it. Read "When It Comes to Spotting Fake Receipts, It's AI vs. AI," a Sarah Kessler piece in The New York Times "Dealbook" newsletter.

According to Kessler, the ability of AI systems like ChatGPT to create ultra-realistic fake receipts to use for ultra-bogus expense accounts has started a war between the scammers and the software apps designed to catch them.

As a result, expense account management systems like Expensify and AppZen have added AI detection enhancements to target AI-enhanced fake receipts created by powerful AI systems, which keep adding even more AI enhancements to avoid



BOB GOLDMAN

exposure by the AI-enhanced systems designed to detect them.

And so it goes, round and round, until it ends up here. Introducing James Bond GPT, a suave, stirred-not-shaken, dry-martini sipper of a chatbot, fighting evil expense account villains, who could be sitting at the desk next to you, or let's be honest here, could be y-o-u.

"Is this a big deal?" you ask. Who hasn't added a couple of zeros to a check at Hardee's, or invented a ghost client or three to join you at Olive Garden? The answer is "it's a very big deal."

According to the Association of Certified Fraud Examiners — yes, there's an Association of Certified Fraud Examiners — about 13 percent of reported cases of occupational fraud investigated in the past year "involved employees who submitted inflated or invented expenses, which can lead to criminal charges. The median loss was \$50,000."

Case in point: the villainous employee who AppZen found submitting AI-generated receipts "for hotels and airfare in Bangkok — a city that, upon further investiga-

tion, the employee had not even visited." In a better world, such bold, out-of-the-box thinking would reward this employee with a significant raise, or at least a promotion to the marketing department. I doubt a promotion was the result of this example of workplace creativity.

I know enough about "Work Daze" readers like yourself to feel confident that such an egregious level of fraud would never cross your mind or your desk. However, if you are thinking of using the graphic-design abilities of AI to produce a more immediate return than its current use for creating images of surfing dinosaurs and sushi rolls playing guitars, here are three factoids to keep in mind.

No. 1: You've Got the What; Don't Forget the When.

One area in which AI-powered fraud-detection systems shine is in analyzing what is eaten at an expense account meal and when it is eaten. It's one thing to submit a receipt for client-entertainment expenses, including a \$600 meal of lobster linguini with white truffles, but make sure your chatbot puts it down as a dinner, not a breakfast. If I ran the world, everyone would eat spaghetti carbonara for breakfast, but, at the moment, it's still ham and eggs.

No. 2: The Same Waiter Doesn't Work in Six Different Restaurants.

Even the most brilliant chatbot can make a fatal mistake, like creating phony-balance receipts from a dozen real restaurants that all show the same waiter. Mario M. does a great job and deserves that 25 percent tip, but he just doesn't exist.

No. 3: Very Few Bagels Costs \$177. Even with a Soda.

According to business services company Quadian, a former New York City councilman made headlines for reportedly doctoring a \$7 receipt for a bagel and soda to make it look like a receipt for \$177. This is ridiculous. As any self-respecting chatbot would tell you, a bagel and a soda in New York City couldn't cost more than \$75.

I hope these cautionary tales will keep you on the straight and narrow when it comes to using AI to cheat your company's expense account system. Let's let AI do what it's supposed to do — take over jobs like yours and suck the economy dry until it decides to eradicate humanity altogether.

In the meantime, pay for your own darn bagel.

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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Company news information may be sent to brice.w@thecityjournals.com.

CONTESTS

Applications are being accepted until Oct. 11 at 5 p.m. for the **Utah Manufacturers Association's** annual awards, which recognize outstanding achievements in the industry. Awards are divided into categories based on company size: small (one to 99 employees), medium (100-249 employees); large (250-499 employees) and mega (500-plus employees). Awards include Manufacturer of the Year, Manufacturing Company Culture, Manufacturing Leader of the Year, Environmental Stewardship and Women in Manufacturing. The Annual Awards Banquet takes place Nov. 7 at the Utah State Fairgrounds in Salt Lake City. Details are at <https://manufacturingutah.com/uma-awards/>. UMA also is accepting nominations through September for **"The Coolest Thing Made in Utah"** competition. Voting will be open to the public in October to advance nominees to the next round. Sixteen products will be chosen from companies across the state and voted on through a bracket-style competition that ultimately crowns one product. Details are at <https://manufacturingutah.com/>.

ECONOMIC INDICATORS

Utah is ranked No. 5 on a list of states with the **highest average household debt**, compiled by **Credible**. The Utah average is \$127,000. The highest average debt is in Hawaii, at \$201,000. Details are at <https://www.credible.com/personal-finance/financial-stress-across-america>. In a related report, Utah has an average **student loan debt** of \$32,996. Maryland has the highest average, at \$43,354. The lowest average is in North Dakota, at \$28,269. Details are at <https://www.credible.com/student-loans/student-loan-debt-by-state>.

Utah is ranked No. 41 on a list of states that are **most affordable for a comfortable retirement**, compiled by **GOBankingRates**. It analyzed each state's cost of living, average expenses for retirees, and typical mortgage payments, with an added 20 percent cushion to reflect a truly comfortable lifestyle. To retire comfortably in Utah, residents need approximately \$64,455 annually without Social Security. The highest average is Hawaii, at \$109,863. Details are at <https://www.gobankingrates.com/retirement/planning/how-much-a-comfortable-retirement-will-cost-you-in-each-state-in-2025/>.

Fairgrounds in the Rocky Mountains region (Colorado, Idaho, Montana, New Mexico, Utah and Wyoming) generate \$4.9 billion annually in economic activity, according to a report from the **International Association of Fairs and Expositions**. More than half of the economic impact in the region is generated by the 80 smallest fairs, and 35 percent of the region's population attends a fair. The region had 14.3 million visitors, who generated 192,880 hotel room nights,

39,200 ongoing jobs sustained, \$1.7 billion in wages created, and \$101.1 million in state fiscal impact (sales and hotel tax revenues). Nationally, the study found fairs and fairgrounds have 219.8 million visitors (64.8 percent of the population), \$51.9 billion in economic impact on the local economy, 2.8 million hotel room nights generated, 393,000 ongoing jobs sustained, \$17.6 billion in wages created and \$1.3 billion in state fiscal impact (sales and hotel tax revenues). The information comes from a survey and state-wide data about nearly 1,400 fairgrounds throughout the United States. The IAFE said its report shares only a portion of the overall impact of fairs and fairgrounds, as it does not include carnivals and concessions. Details are at <https://fairsandexpos.com/economic-impact-study-results/>.

Park City (Wasatch Mountains) is ranked No. 2 on a list of **"best mountain towns to visit in the fall for peak foliage,"** compiled by **USA Today**. The top-ranked location is Bethel, New York (the Catskills).

MILESTONES

Aglix Labs, an Orem-based company offering innovative learning software for K-12, higher education and professional training, has announced that **BusyBee**, its AI-powered assistant built on Amazon Bedrock, has now helped teachers give feedback on over 1 million student submissions since launching in February. BusyBee aims to help educators tackle one of their most time-consuming responsibilities — grading — by combining AI efficiency with teacher judgment. Teachers accepted BusyBee's predictive score 59 percent of the time without modification, up 16 points from the previous year. The company said educators are saving over an hour a day, which is time they can now spend connecting with students. More than 210,000 assignments were graded in the first month of this school year alone, with over 60,000 submissions processed every week. BusyBee also powers tutoring and support through its Get Help and Check My Understanding features.

PARTNERSHIPS

Co-Diagnostics Inc., a Salt Lake City-based molecular diagnostics company that develops, manufactures and markets diagnostics technologies, has signed a memorandum of understanding with a regional manufacturing and distribution company located in Saudi Arabia to explore a joint venture that would be granted a license to develop, manufacture and sell Co-Dx intellectual property throughout the Middle East and North Africa, including the company's upcoming Co-Dx PCR point-of-care platform. The company said Saudi Arabia has been one of largest international markets for its Logix Smart tests. According to the MOU, the partner company in the joint venture would contribute local operational support, access to infrastructure, personnel, regulatory expertise, and oth-

er resources, similar to the company's operations in India through its Indian joint venture.

RECOGNITIONS

The **Economic Development Corporation of Utah** recently honored two



Paul Larsen



Brad Simons

individuals and one company for their leadership in Utah's economic development. Every year, EDCUtah invites members, stakeholders and the public to nominate outstanding individuals and organizations for the honors. **Paul Larsen**, economic development director at Brigham City, earned the **Public Sector Leadership in Economic Development** honor. EDCUtah said his leadership has helped drive Northern Utah's economic prosperity for over two decades. His leadership has landed generational wins for the city, including Nucor and Niagra Bottling, and he played a key role in helping land Procter & Gamble in the region. **Brad Simons**, gas development services consultant for Enbridge Gas, earned the **Private Sector Leadership in Economic Development** honor. Throughout his decades-long career at Questar, Dominion Energy and now Enbridge, he has "championed collaborative infrastructure development, energy access and regional investment strategies that strengthen both urban and rural communities," according to EDCUtah. "A long-time advocate for public-private partnership, Brad has been instrumental in connecting Enbridge's operational footprint with Utah's long-term economic priorities and local community investment initiatives," it said. **Delta Air Lines** earned the **Institutional Cornerstone in Economic Development** honor. Delta has been a cornerstone of connectivity and commerce and a key player in Utah's economic growth for nearly 40 years. As the largest carrier at Salt Lake City International Airport, it operates over 230 daily departures to nearly 90 nonstop destinations. Delta currently employs more than 5,000 people in Utah, making it one of the state's largest private employers in the transportation sector. "Their decades-long operations in Utah have enhanced the state's economic competitiveness and accessibility, helping attract global businesses and retain top-tier talent," said EDCUtah.

Mallory Stevens and her **Tuff Pops** recently earned first place and \$20,000 at the female founder pitch competition at **Catalyst 25**, presented by Commerce Catalyst. Tuff Pops are protein-packed pops that aim to fuel, heal and bring joy while still being delicious. Earning second place and \$3,000 was **Breelyn Vanleeuwen** and **Daily Shade**, a sunscreen company. Vanleeuwen, a mother of four

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Clyde Co.'s Suncore Construction acquires Thueson Construction Inc. and G&B Redi-Mix of Boise

Idaho-based Thueson Construction Inc. and its ready-mix company, G&B Redi-Mix, have been acquired by Suncore Construction & Materials Inc., a subsidiary of Orem-based Clyde Cos. Inc.

Suncore, formerly known as Sunroc, specializes in construction services and supplying concrete, asphalt, aggregate, masonry and other construction materials.

Thueson Construction and G&B Redi-Mix will both operate under the Suncore name as they expand operations in the western Idaho market, Clyde Cos. said in a release.

"This acquisition is a meaningful milestone for Suncore and our first since the rebrand," said Mark Elder, president of Suncore. "We're proud to serve communities across Idaho and this expansion allows us to further extend our reach and strengthen our presence throughout the state."

Based in the Nampa, Idaho, area,

Thueson Construction and G&B Redi-Mix were founded more than 30 years ago. The acquisition includes Thueson Construction's four locations throughout the Treasure Valley and Boise metropolitan area. Thueson Construction also brings its approximately 125 employees to Suncore.

"We look forward to joining a company that not only delivers quality products and services, but is also guided by strong values," said Lance Thueson, president of Thueson Construction. "It's a privilege to unite with Suncore, whose top priorities are the employee, customer and the community."

Suncore is a sitework contractor with current projects and operations in Arizona, Colorado, Idaho, Nevada, Utah and Wyoming. It is part of the Clyde Cos. network that was founded in Utah in 1938. Its various companies employ more than 1,000 people.

LifeVantage acquires Provo's LoveBiome

LifeVantage Corp., a Lehi-based company that sells health and wellness products through a network marketing model, has acquired LoveBiome, a direct sales company focused on microbiome care and wellness products.

LoveBiome is headquartered in Provo.

LifeVantage said the agreement will allow LifeVantage to incorporate LoveBiome's experience in the emerging microbiome health sector into its own to broaden its health products offerings. LoveBiome markets a product it calls P84 that is designed to regulate, repair and restore the gut and microbiome through what it calls activation. LifeVantage believes this aligns well with its flagship Protandim family of products and the MindBody GLP-1 System.

"This strategic acquisition represents an acceleration of our mission to offer people around the world a better path to

wellness and a healthy vibrant life while also serving as a natural expansion of our activation philosophy," said Steve Fife, LifeVantage president and CEO. "Kelly Olsen and his team have championed the direct sales industry, while innovating in a growing wellness category. We are thrilled to partner with LoveBiome and grow our reach."

The company stated that the acquisition would also allow for growth of its representative network in key markets, like the U.S., Taiwan and Europe, and would expand its product portfolio within the gut health supplement market.

LoveBiome founder and CEO Kelly Olsen will remain on the LifeVantage staff to ensure continuity of operations, the company said.

The acquisition is expected to close by mid-October.

PUBLIC NOTICES

ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDITORS

Probate No. 253902080

IN THE Third Judicial District Court SALT LAKE COUNTY STATE OF UTAH

In the matter of the Estate of THE ESTATE OF COLIN MALCOM AHERTON

Malcolm Colin Atherton and Sunny Atherton Whose address is 3679 East Viewcrest Circle, Salt Lake City, Utah 84124 have been appointed Personal Representatives 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 Representatives attorney of record, Nathan Croxford at 991 Shepard Ln Suite 210, Farmington, UT 84025 (3) file their written claims with the Clerk of the District Court at Salt Lake City District Court, 450 S State St, Salt Lake City, Utah 84111 in Salt Lake County, or otherwise present their claims as required by Utah law within three months (90 days) after the date of the first publication of this notice or be forever barred.

Dated this September 8, 2025
/s/ Malcolm Colin Atherton and Sunny Atherton
/s/ Nathan Croxford
991 Shepard Ln Suite 210, Farmington, UT 84025

Announcement of Appointment of Personal Representative and Notice to Creditors

Probate No. 253700071 ES, Second Judicial District Court, Davis County In the Matter of the Estate of RYAN DEAN FORSGREN, Deceased.

Tiffany Forsgren, whose address is 4548 West 1200 South, West Point, Utah, 84015, 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 record, Mark K. Nelson at 34 South 800 East, Suite 105, Salt Lake City, Utah, 84102; or (3) file their written claims with the Clerk of the Second Judicial District Court, Davis County, 800 West State Street, P.O. Box 769, Farmington, Utah, 84025, 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.

DATED this 4th day of September, 2025.
/s/ Tiffany Forsgren
Personal Representative

/s/ Mark K. Nelson
Attorney for Personal Representative
34 South 800 East, Suite 105
Salt Lake City, UT 84102
(801) 538-0066

ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDITORS

Probate No. 2537000473

IN THE Second Judicial District Court DAVIS COUNTY STATE OF UTAH

In the matter of the Estate of THE ESTATE OF KEVIN LEE TAYLOR

Kelly Ann Taylor Whose address is 2111 North 175 West, Sunset, Utah 84015 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 record, Taylor Stone at 991 Shepard Ln Suite 210, Farmington, UT 84025 (3) file their written claims with the Clerk of the District Court at Farmington District Court, 800 w State St, Farmington, UT 84025 in Davis County, or otherwise present their claims as required by Utah law within three months (90 days) after the date of the first publication of this notice or be forever barred.

Dated this September 04, 2025
/s/ Kelly Ann Taylor
/s/ Taylor Stone
991 Shepard Ln Suite 210, Farmington, UT 84025

LEGAL NOTICE DEADLINE

Monday by 5 P.M.
week of publication

Submit legal notices to:
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STEELENCOUNTERERS

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Since its founding four decades ago, Steel Encounters has contributed to Salt Lake City's remarkable transformation from a capital city to a thriving metropolis.



Left to right: Michael Rudge, CFO and Treasurer; Brad Hardy, President and COO; Mo Sabbagh, EVP Architectural Division; Tom Jackson, CEO and Chairman of the Board; Brian Tlustosch, EVP Structural Division



The Astra Tower (above) designed by HKS and built by Jacobsen Construction, and 95 State (left), designed by SOM and built by Okland Construction, demonstrate the sophisticated architecture now defining Utah's skyline.

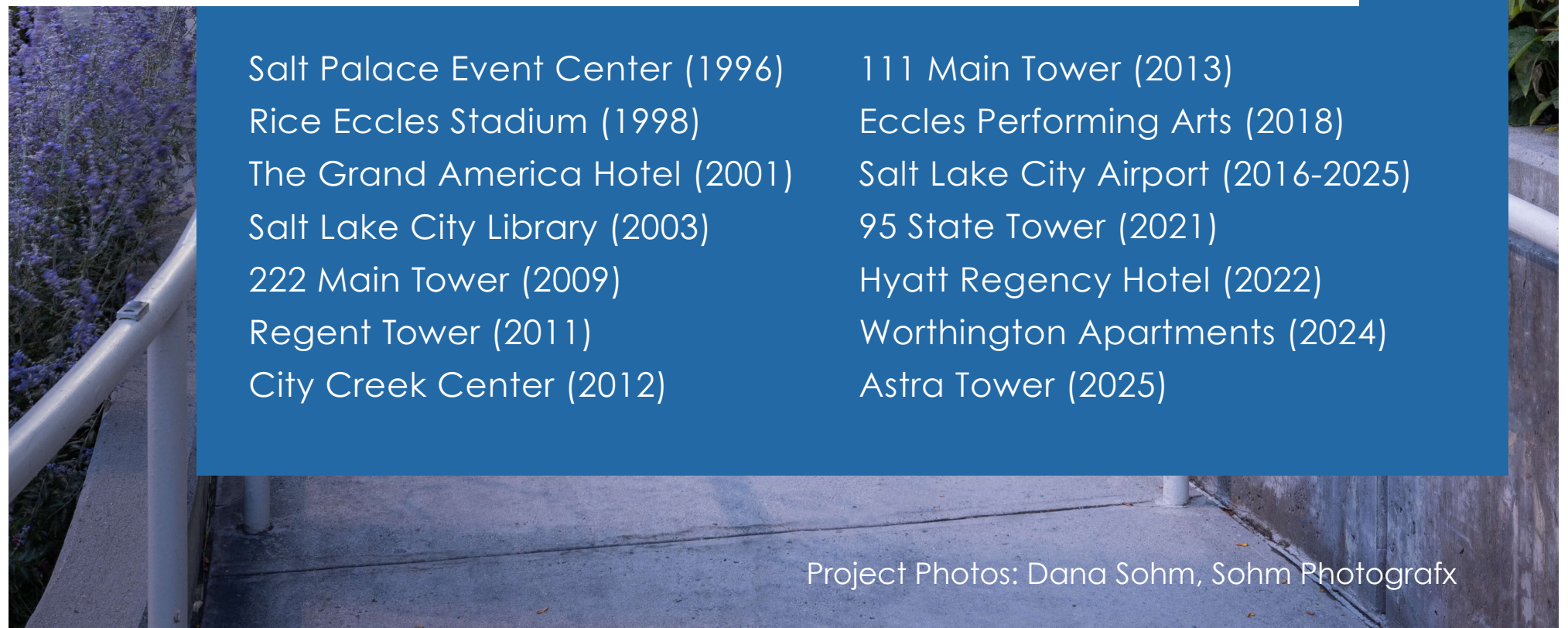
Astra Tower stands 451 feet tall and features a custom window-wall system that includes 137,000 square feet of glazing and guardrails composed of 9,100 individual pieces of glass.

The 28-foot lobby glass at 95 State features true radius corners. Glazing on the tower's facade provides a comfortable space for building occupants and incorporates a beautiful color palette, giving the building its unique identity.

"Leveraging our extensive history and hands-on experience, we're exceptionally equipped to address the intricate construction challenges of the future. Our esteemed past is not merely a chronicle of our achievements; it serves as the cornerstone for our innovation and success ahead. We don't just erect structures, we build upon decades of expertise, preparing ourselves for whatever the future may bring."

~ Tom Jackson
CEO / Chairman
Steel Encounters

Building Salt Lake City through the decades



- Salt Palace Event Center (1996)
- Rice Eccles Stadium (1998)
- The Grand America Hotel (2001)
- Salt Lake City Library (2003)
- 222 Main Tower (2009)
- Regent Tower (2011)
- City Creek Center (2012)

- 111 Main Tower (2013)
- Eccles Performing Arts (2018)
- Salt Lake City Airport (2016-2025)
- 95 State Tower (2021)
- Hyatt Regency Hotel (2022)
- Worthington Apartments (2024)
- Astra Tower (2025)

Project Photos: Dana Sohm, Sohm Photographx

CALENDAR

Information about upcoming events may be sent to brice.w@thecityjournals.com.

Sept. 29, noon-1:15 p.m.

WBN Luncheon, a Utah Valley Chamber of Commerce event. Location is Bridle Up Hope Barn, 1141 Watkins Lane, Alpine. Cost is \$10 for members, \$15 for nonmembers. Details are at thechamber.org.

Sept. 30, noon-12:45 p.m.

"WTC Catalyst," a Women Tech Council program designed to help women in tech step into leadership and thrive in the age of AI. Program features teaching, peer discussions, role play and actionable workbooks. First nine-week masterclass is "Leadership in the Age of AI." Each week will start with a Zoom session, with course materials available shortly after. Class includes three courses: "Leading with Emotional Intelligence in the Age of AI," taking place Sept. 30, Oct. 7 and Oct. 14; "Driving Transformation and Innovation With AI," taking place Oct. 28, Nov. 4 and Nov. 11; and "Executive Presence in the AI Era," taking place Nov. 18, Dec. 2 and Dec. 9. Cost is \$299 (or \$129 for single sessions). Details are at wtccatalyst.com.

Oct. 1, 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.

Oct. 1, 11:30 a.m.-1 p.m.

"Wasatch Back Business University: Digital Marketing," a Park City Chamber/Bureau event. Location is 3111 College Way, Heber. Cost is \$10. Details are at www.parkcitychamber.com/events/.

Oct. 1, noon

Davis County Chapter Lunch, a Silicon Slopes event. Speaker is Derrick Porter, founder of Beauty Industry Group (BIG). Location is Young Automotive Group, 613 W. 500 N., Layton. Free, but registration is required. Details are at <https://app.siliconslopes.com/events>.

Oct. 2, 8:30 a.m.-3:30 p.m.

"State of Innovation Conference," presented by Nucleus Grow, bringing together innovators, investors, and federal and local partners to explore pathways and funding opportunities that support breakthrough technologies. Panels will discuss commercialization, capital access, and Utah's growing role in the national innovation landscape. Location is University of Utah Thomas Monson Center, 411 E. South Temple, Salt Lake City. Cost is \$10. Details are at <https://luma.com/w6eyz6tz>.

Oct. 2, 9 a.m.-4:30 p.m.

"United Against Fraud" Semi-Annual Conference, hosted by the Utah Credit Union Association, with additional support from the Utah Bankers Association, and designed to equip Utah's leaders with the tools and tactics needed to combat fraud and safeguard communities in 2025 and beyond. Event is designed for law enforcement leaders and fraud investigators, government officials and policy-

makers, business and community leaders, and financial institutions and fraud prevention professionals. Featured speakers are Melissa Holyoak, commissioner, Federal Trade Commission; Paul Banda, executive vice president of risk, fraud and cybersecurity, American Bankers Association; and Adam Colby, founder, Texas Financial Crimes Intelligence Center. Location is Zions Bancorporation Technology Center, 7860 Bingham Junction Blvd., Midvale. Cost is \$75 per person; \$35 for law enforcement, government employees and employees of 501(c)(3) nonprofits; \$25 for virtual attendance. Details are at <https://www.eventsqid.com/event/cfm?id=28928>.

Oct. 2, 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.

Oct. 3, 9 a.m.-3 p.m.

Mental Health, Brain and Behavioral Science Research Day, focusing on discovery, collaboration and innovation and exploring the frontiers of mental health, brain and behavioral science. Keynote speakers include Dr. Adam Gorden, professor, Division of Epidemiology, University of Utah; David Bearss, CEO, Halia Therapeutics; and Dr. Robert Silver, professor and chair of obstetrics and gynecology, University of Utah. Location is University of Utah, Cleone Peterson Eccles Alumni House, 155 S. Central Campus Drive, Salt Lake City. Free, but registration is required. Details are at <https://medicine.utah.edu/psychiatry/research/research-day>.

Oct. 3, noon-2 p.m.

Women Tech Awards. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$215.26. Registration and other details are at Eventbrite.com.

Oct. 3, noon

"Friday Conversation," a Silicon Slopes event. Speaker is Catherine Bennett, executive editor of *Utah Business*. Location is 2600 Executive Parkway, Suite 140, Lehi. Free. Details are at <https://app.siliconslopes.com/events>.

Oct. 6-8

One Utah Summit, presented by the Governor's Office of Economic Opportunity. "Emergence Day" is Oct. 6 and costs \$125. Main summit day is Oct. 7, 9 a.m.-4:45 p.m. "Leadership Day" is Oct. 8, 9 a.m.-1:30 p.m. Activities Oct. 7 include Academy Award-winning actor, filmmaker and producer Kevin Costner in a conversation with Utah First Lady Abby Cox, exploring storytelling, legacy and the spirit of the American West. Location is Southern Utah University in Cedar City. Summit cost is \$350. Details are at <https://oneutahsummit.utah.gov/>.

Oct. 6, 5:30-7 p.m.

Bi-Annual Committee Briefing, a Top of Utah Military Affairs Committee (TOUMAC) event. The committee is part of the Davis and Ogden-Weber chambers of commerce. Event features a briefing from senior military leaders. Main speaker is Kathryn D. Parks, a member of the Senior Executive Ser-

vice, director of the Intercontinental Ballistic Missiles Weapon Systems Integration at the Air Force Nuclear Weapons Center at Hill Air Force Base, and responsible for integration and total life cycle management of the Sentinel and Minuteman III systems. Location is Hill Aerospace Museum, 7961 Cottonwood St., Building 1955, Hill Air Force Base. Cost is \$20. Registration deadline is Sept. 30. Details are at davischamberofcommerce.com.

Oct. 7-8

Worksite Wellness Specialist Certificate Course, hosted by the Utah Worksite Wellness Council. The facilitator-led training includes eight learning modules, small- and large-group discussions, downloadable resources and templates, a PDF copy of the "Wellness Champion Workbook," and the opportunity to build a Worksite Wellness Specialist portfolio. Cost is \$895 for Wellness Alliance members, \$1,095 for nonmembers. Details and location are available at <https://utahworksitewellness.org/worksite-wellness-specialist-certificate-workshop/>.

Oct. 7, 9-11 a.m.

"Pay the IRS Less Without Going to Jail," a Small Business Development Center event that takes place online. Cost is \$20. Details are at <https://clients.utahsbd.com/events.aspx>.

Oct. 7, noon-1 p.m.

"Bites & Insights" Lunch, a ULI (Urban Land Institute) Utah event. Location is Hunt Electric Technology Building, 1811 S. Alexander St., Salt Lake City. Free. Details are at <https://utah.uli.org/events-2>.

Oct. 7, 4-5:30 p.m.

"Starting Your Business 101," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbd.com/events.aspx>.

Oct. 8, 11:30 a.m.-1 p.m.

"Chamber Connections," a Davis Chamber of Commerce event. Location is Davis Chamber of Commerce, 450 S. Simmons Way, Suite 220, Kaysville. Free. Open to the public. No RSVP needed. Details are at davischamberofcommerce.com.

Oct. 8, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Ken Garff Honda, 950 W. Riverdale Road, Ogden. Free for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 8, 5-7 p.m.

"Leading Through Change: A Fireside Chat," a ULI (Urban Land Institute) Utah event featuring Beth Holbrook, ULI Utah chair and UTA trustee. Location is Maven Create, 177 E. 900 S., Suite 200, Salt Lake City. Costs range from \$40 to \$75. Details are at <https://utah.uli.org/events-2>.

Oct. 8, 6-7:30 p.m.

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

Oct. 9, 8:30 a.m.-noon

"Master Class: Utah Economy Fundamentals, Outlook and Policy Insights," Economists from the Kem C. Gardner Policy Institute will provide economic context, explain definitions, illuminate trends, and highlight economic issues. Location is the Gardner Institute, 411 E. South Temple, Salt Lake City. Cost is \$150 through Oct. 3, \$175 thereafter. Details are at slchamber.com.

Oct. 9, 6-8 p.m.

"Business Essentials," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbd.com/events.aspx>.

Oct. 10, noon

"Friday Conversation," a Silicon Slopes event. Speaker is Wade Leaphart, director of business development, Real Salt Lake FC. Location is 2600 Executive Parkway, Suite 140, Lehi. Free. Details are at <https://app.siliconslopes.com/events>.

Oct. 14, 8:30-9:30 a.m.

"Small-Business Primer: IT Basics," an Ogden-Weber Chamber of Commerce event. Location is Chamber Board Room, 2380 Washington Blvd., Suite 290, Ogden. Zoom option is available. Details are available at ogdenweberchamber.com.

Oct. 15, 9-11 a.m.

"Franchising Unfiltered: Myths & Realities for Entrepreneurs," a Small Business Development Center event that takes place online via Zoom. Cost is \$20. Details are at <https://clients.utahsbd.com/events.aspx>.

Oct. 15, 9 a.m.-6 p.m.

Utah Small Business Expo, a Point of the Mountain Chamber of Commerce event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Details are at thepointchamber.com.

Oct. 15, 11 a.m.-1 p.m.

Business Boot Camp, a South Valley Chamber of Commerce event. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$35 for members, \$55 for nonmembers. Details to be announced at southvalleychamber.com.

Oct. 15, 11 a.m.-2:30 p.m.

"Time Out for Wellness: Women's Health in the Workplace," a Utah Worksite Wellness Council event that will focus on the state of women's health and what HR needs to know, including trends in reproductive health, chronic conditions, impact of productivity, retention, health care costs, supporting women through life stages, how to craft benefits design, flexible policies and inclusive care. Location is GBS Benefits, 2200 S. Main St., Suite 600, South Salt Lake. Cost is \$35. Details are at <https://utahworksitewellness.org/events/2025tofww/>.

Oct. 15, 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.

Company news information may be sent to brice.w@thecityjournals.com.

BANKING

• **Bank of Utah**, based in Ogden, has hired **Roger Barragan** as an SBA business development officer at the City Creek office in Salt Lake City and **Luke Stoddard** as vice president and relationship manager of its St. George branch. With more than a decade of banking experience, Barragan specializes in building client relationships, strengthening referral networks and guiding businesses through successful loan origination in accordance with SBA guidelines. Barragan has extensive experience with both SBA 7(a) and 504 loan programs, helping clients



Roger Barragan



Luke Stoddard

secure financing for real estate purchases, refinancing, construction, working capital and business acquisitions. Barragan, bilingual in Spanish and English, began his career as a teller at a local credit union and advanced to consumer loan officer, CRE loan officer assistant and eventually an SBA lender. He has also served as a community banking relationship manager. Barragan earned a Bachelor of Science in Accounting from Weber State University. Stoddard has more than a decade of experience in the financial industry, including seven years in retail banking as a personal banker, assistant manager and branch manager before moving into small-business and commercial C&I lending, which has been his focus for the past three years. Stoddard earned a bachelor's degree in business management from Southern Utah University.

LAW

• **Greenberg Traurig LLP** has added **Matt Squires**, who will be based in the firm's Salt Lake City office and continue to focus his practice on Latin America. Squires previously was head of the

PEOPLE ON THE MOVE



Matt Squires

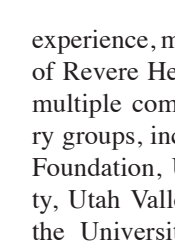
Latin America practice at Wilson Sonsini Goodrich & Rosati. He has nearly two decades of experience, featuring a deep understanding of the Latin American legal and business landscape, particularly in Brazil, Mexico, Colombia and Chile. His counsel helps clients navigate complex financings, mergers and acquisitions, and capital markets transactions across borders. Greenberg Traurig's Latin America practice includes more than 120 attorneys across offices in São Paulo, Mexico City and the United States. Squires' education includes an M.A. and B.A. from Brigham Young University. The firm's Salt Lake City office opened in 2020 and has nearly 30 attorneys across approximately 15 practice areas.

NONPROFITS

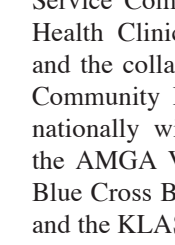
• **One Utah Health Collaborative**, a neutral, community-owned nonprofit dedicated to improving health care affordability in Utah, has named **Scott Barlow** as executive director. Barlow is a nationally recognized leader in health care innovation and value-based care. He has more than three decades of health care leadership experience, most recently serving as CEO of Revere Health. He also has served on multiple community boards and advisory groups, including the Nebo Education Foundation, United Way of Utah County, Utah Valley Chamber of Commerce, the University of Utah MHA Advisory Board, the Utah Health Information Network board, the Utah Digital Health Service Commission, the Intermountain Health Clinical Integration Committee, and the collaborative's own Stakeholder Community Board. He has also served nationally with organizations including the AMGA Value Task Force, Regence Blue Cross Blue Shield Advisory Board, and the KLAS board of directors.



Scott Barlow



Mike Schultz

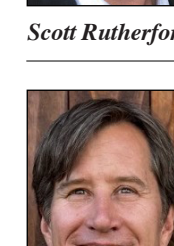


Mary Flinn-Ware

• **The National Ability Center**, a Park City-based nonprofit empowering individuals with disabilities through adaptive recreation and outdoor adventure, has announced board and staff leadership changes. **Ira Hammerman** has been named board chair and **Scott Rutherford** is joining the board. Among staffers, **Mike Schultz** has been appointed chief operating officer and **Mary Flinn-Ware** will lead equestrian programs. As chair, Hammerman will partner closely with NAC leadership to guide execution of the strategic plan and champion NAC's mission through fundraising and community engagement. Hammerman is a longtime volunteer and board member. He is managing director at Bates Group LLC; former executive vice president, general counsel and secretary of SIFMA (a trade association for the financial services industry); and has extensive governance, legal and industry leadership experience. Rutherford is senior partner at McKinsey & Co. and leader of the firm's Washington, D.C., office. A longtime NAC supporter whose daughters volunteer with the organization, Rutherford has expertise in strategy and organizational transformation. Schultz has held senior roles at companies including Black Diamond Equipment and Purple Innovation. Flinn-Ware is a longtime NAC volunteer and former leader of Park City Mountain Resort's ski and snowboard school, and has deep community ties and adaptive instruction expertise.



Ira Hammerman



Scott Rutherford



Mike Schultz



Mary Flinn-Ware

REAL ESTATE

• **The Commercial Division of Berkshire Hathaway Utah Properties** has hired **Mat Chappell** and **Brenda Buck** for its Southern Utah operation in the St. George market. Chappell has over 20 years of commercial experience, along with having been the owner/operator of multiple businesses in dairy, farming, trucking and construction. Buck is a seasoned broker with a background in luxury residential sales in Sedona Arizona, and commercial experience in St. George.



Mat Chappell



Brenda Buck

RETAIL

• **Sportsman's Warehouse Holdings Inc.**, a Midvale-based outdoor specialty retailer, has appointed **Michael Tucci** as an independent member of its board of directors and announced that **Steven R. Becker** has stepped down as board member. Tucci spent over 30 years in retail. He has served as the founder and managing partner of Rebel Capital LLC, an early-stage advisory and investing company within the consumer and related technology support sectors, since 2016. From November 2013 to September 2015, He served as CEO and a member of the board of directors of Rag & Bone, a fashion brand retailer and private company. From February 2003 to August 2013, he was president, North American Group of Coach Inc., an American marketer of fine accessories and gifts for women and men. Prior to joining Coach, Tucci held senior executive positions at The Gap Inc. and Macy's Inc.



Michael Tucci

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Becklar acquires Maryland-based Dynamark Monitoring

Ogden-based event monitoring company Becklar has announced the acquisition of Dynamark Monitoring of Hagerstown, Maryland.

Founded in 2010 by Trey Alter, Dynamark provides wholesale monitoring services for alarm system dealers in the U.S.

Alter founded Dynamark “to provide alarm dealers with cutting-edge technology and with support from people who genuinely care about the success of their dealer partners, making the company and this acquisition a natural fit for Becklar,” read a Becklar release.

“We are thrilled to welcome Dynamark to the Becklar team,” said Justin Bailey, president of Becklar Monitoring. “The two organizations coming together make perfect sense as Dynamark’s mission and core values align so closely with those of Becklar. Both businesses focus intensely on delivering caring service, ongoing innovation, and relationships of trust. Together, we will reach more people, provide new solutions for protection, and help make the world a safer place.”

“We couldn’t be more excited about this opportunity to join forces with Becklar,” said Alter. “As an industry powerhouse, Becklar will provide Dynamark dealers with access to many new and exclusive services and technologies, including their industry-leading video remote guarding, personal health and safety, and workforce safety solutions to expand dealer offerings, increase subscriber satisfaction and improve dealers’ [revenue].”

“And with Becklar’s AI-based customer engagement platform and skilled operators in monitoring centers spread for redundancy across North America, everyone wins,” Alter continued.

Alter said the Dynamark operations will transition to the Becklar brand, but the Dynamark team will remain in place. Together, Becklar and Dynamark will serve over 2.25 million customers across North America.

Founded in 2017, Becklar has 10 satellite offices in addition to its Ogden headquarters and employs over 500 people.

LiveView Technologies names Beckstead first president

LiveView Technologies Inc. (LVT) of American Fork has named Chris Beckstead as its first president. The company, which provides deployable safety security equipment and software, was previously under the direction of co-founder and CEO Ryan Porter.

The appointment takes effect in October. Beckstead spent 12 years in leadership positions at Qualtrics, most recently as president, leading the company through its 2021 IPO. Porter will partner with Beckstead to lead the company’s expansion into new product verticals with agentic AI solutions, the company said.

“LVT’s evolution is remarkable. From a bootstrapped startup to one of the most advanced security and analytics companies in the U.S., the determination to innovate is what drew me here,” said Beckstead. “The team’s passion and grit have set the foundation, and together we have an opportunity to redefine how se-

curity and data intelligence shape safer, smarter communities and businesses.”

LVT services 94 percent of the Fortune 100 retailers with its readily recognizable mounted or mobile, solar-powered and cellular/satellite-connected surveillance solutions, software and AI technologies in retail parking lots, as well as education, property management and government installations

“We are at an inflection point and I believe Chris is the perfect partner to lead our next chapter,” said Porter. “His experience scaling a company of Qualtrics’ magnitude, combined with his passion for life safety, aligns perfectly with our mission. We are ready to work together to expand our market leadership and deliver on our vision.”

Beckstead holds a B.S. in electrical engineering from Brigham Young University and an MBA from the University of Texas at Austin’s McCombs School of Business.

Women in Business

Pattern makes history with largest Utah IPO led by a female co-founder

Rebecca Olds
Salt Lake Business Journal

Sept. 19 was listing day for Utah-based Pattern, which had a preliminary prospectus estimate of close to \$2.5 billion. The evaluation is not only one of the largest in the state, but also the largest Utah IPO led by a female co-founder.

“This achievement belongs to every member of the Pattern team,” said Melanie Alder, co-founder and chief strategy officer at Pattern. “Their passion, ingenuity and commitment have been the driving force behind our growth and this exciting new era. As we look ahead, I’m filled with optimism. The digital marketplace continues to evolve, and Pattern will be at the forefront — helping brands capture their share of the future of commerce.”

Stock options will start at \$14 a share, with a plan to offer approximately \$300 million in common stock, per a Pattern press release.

“Pattern is profitable and and we have a lot of money in the bank, and so it’s really about what they call ‘team sport,’” said John LeBaron, Pattern’s chief revenue officer, when asked about the motive for taking the company public. “What team sport means is that everyone has been a builder of this company.”

The reason for going public was twofold, LeBaron said. “What [the founders] realized is there just wasn’t enough opportunity to ‘share the love,’ so to speak, with the people who helped build this, without going public,” he said. “The other big thing is we’ve got a lot to invest in — with AI coming fast and furious — and us being at the intersection of that and taking advantage of it, there’s a lot of opportunities for growth. And being able to access public equity markets is a really fantastic way to start to open up those possibilities.”

Pattern focuses on helping companies, both national and international, in the e-commerce world, which is a \$4 trillion industry, “forecasted to grow by \$400 billion annually over the next few years,” per the release.

“We sit at the intersection of some really big tailwinds in the market,” said LeBaron. “E-commerce is one of the biggest swaths of the GDP — it’s growing absolute-



The Utah-based Pattern team, including co-founders Melanie Alder and David Wright at the podium, celebrate the ringing of the bell of the first day Pattern stock is available for purchase on Sept. 19 in New York City. (Photo courtesy Nasdaq)

ly one of the fastest areas of the GDP. There’s a lot of tailwinds in AI and technology platforms.”

Pattern was founded in 2013 by David Wright and Alder. It started in a Lehi warehouse under the name “iServe,” LeBaron said. When he was being recruited, Wright told LeBaron that he wanted it to be a billion-dollar company in five years.

“I thought he was crazy,” LeBaron said. “We were in a warehouse with probably 40 employees [at the time].”

But LeBaron decided to jump aboard and build the brand, and in 2018 iServe was renamed “Pattern.”

“We renamed and reoriented the name of the compa-

ny to Pattern, to represent data patterns and predictive patterns,” LeBaron said.

The goal of hitting \$1 billion in sales was achieved four years later in 2022, three years before the company went public. In 2024, Pattern had \$1.8 billion in revenue.

“Today marks a pivotal milestone in Pattern’s journey,” said Wright, co-founder and chief executive officer. “Going public empowers us to accelerate our mission of helping global brands succeed in the digital marketplace. We’re grateful for the dedication of our team, the trust of our partners, and the support of our customers who got us here. As we enter this new chapter, we remain relentlessly committed to delivering value and innovation to every brand we serve.”

New York-based LICIT Corp. acquires Gunnison Telephone Co.

LICIT Corp., a Rye, New York-based holding company that provides broadband, voice and video services, has acquired Gunnison Telephone Co. in Gunnison through subsidiary CentraCom.

The transaction is expected to close in December, following required regulatory approvals.

CentraCom, headquartered in Fairview, is celebrating 122 years in business and provides broadband data, video and voice communications to over 60 cities throughout rural Utah.

LICIT’s subsidiaries provide broadband and other telecommunication services and the holding company is expanding its market coverage areas through an aggressive network construction program and non-organically through mergers and acquisitions, primarily in rural communities.

Founded more than a century ago,

Gunnison Telephone serves the communities of Gunnison, Centerfield, Mayfield, Fayette and unincorporated areas of Sanpete County, a total of approximately 6,700 residents in 1,576 households. It offers telephone, broadband and fixed wireless services, with its service area directly adjacent to CentraCom’s existing operations. Its network includes fiber-to-the-premises, copper and fixed wireless facilities, and its customer base includes both residential and business subscribers.

“We are thrilled to welcome the Gunnison Telephone Co. customers and employees to the LICIT family of companies,” said Joe Cecin, chief operating officer of LICIT Corp. “This acquisition is a great geographic and cultural fit for CentraCom, and furthers our strategic goal of expansion both organically and through M&A.”

The Synergy Co. names Jennifer Briggs CEO

The Synergy Co., a producer of organic nutritional and herbal supplements based in Moab, has announced the appointment of Jennifer Briggs as its new CEO.

“Briggs, a recognized leader in purpose-driven growth with a record of operational excellence, will guide The Synergy Co. into its next chapter, building on its foundational commitment to one-of-a-kind product excellence, quality, innovation, sustainability and community that has defined the brand since its founding over 30 years ago,” the company said in its announcement.

Briggs’ leadership experience includes consumer brands across various sectors, including craft brewing, hospitality and multi-unit food retail, along with governance roles in construction and technology. She spent 12 years on the executive team at New Belgium Brewing, served as CEO at Modern Times Brewing and chief experience officer for Karl Strauss Brewing. She also serves as board chair of the National Center for Employee Ownership and is an executive fellow at Rutgers University’s Institute for the Study of Employee Ownership and Profit Sharing.

“For over three decades, The Synergy Co. has proven that business can be profitable, successful, and a dynamic force for good in the world, when guided by integrity and responsibility,” said Mitchell May, founder and chairman of the company. “Jennifer’s leadership and her commitment to values-driven business practices reflect the spirit of our culture and our future. We are thrilled



Jennifer Briggs

to have her guide the company into its next chapter, stewarding it for the next generation.”

“The Synergy Co.’s legacy of uncompromising quality and its pioneering approach to certified organic nutritional supplements are truly inspiring,” said Briggs. “Mitchell and Jayne May’s vision, along with the company’s dedication to its community, employees and the planet, is what drew me here. I see a tremendous opportunity to connect more people with the company’s commitment to excellence, purpose and wellness. Together, we’ll explore new ideas to help humankind thrive.”

Financial literacy encouraged at annual conference

Brice Wallace
Salt Lake Business Journal

The old saying is that money is power. For many people, finances are about numbers. And many numbers out there that are related to finances are worrisome.

A list and trends were spelled out recently by Utah Treasurer Marlo Oaks as he kicked off the Women in the Money Conference in Midvale, hosted by the Utah Office of the State Treasurer and the Utah Financial Empowerment Coalition.

Women now tend to live longer and are more likely to outlive their assets. Women are more likely than men to teach children about money or care for elderly or disabled loved ones, often managing their finances. Over 40 percent of U.S. women are their household’s primary breadwinners. Women drive 70 percent

to 80 percent of consumer spending. Inflation has pushed the costs of necessities higher, forcing many to choose between paying utility bills and buying groceries.

Fewer than half of Americans have enough savings to cover even a \$1,000 emergency, like an unexpected medical bill or car repair. Nearly 40 percent of Americans have less than \$5,000 saved for retirement, “and with inflation eroding the value of that savings, the future looks increasingly difficult and uncertain,” Oaks said.

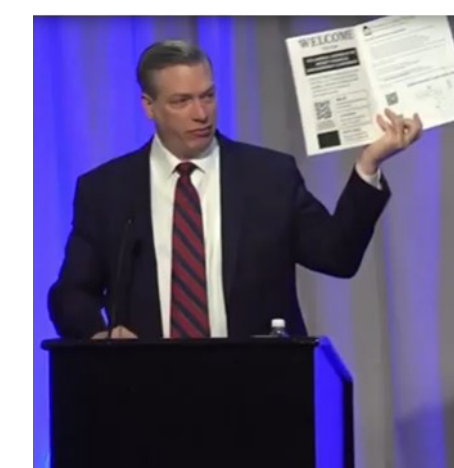
Forty-two percent of retired Utah women have Social Security as the only source of retirement income, and expectations are that only 75 percent of promised benefits will be available by 2034. The average consumer debt in Utah is \$236,000, above the national average and higher than 2023’s average of \$138,000. Many Utahns are trapped in student loan

debt, which has reached \$1.8 trillion nationally, with women holding nearly two-thirds of that debt.

To confront those issues, the conference has been in place for a few years, and since 2008, Utah high school students have been required to take a financial literacy course, a requirement that’s now in place in 34 states.

“So, really, a generation of Utahns is growing up learning how to budget, use credit wisely, save and plan for the future,” Oaks said. “But we know the work doesn’t stop at graduation. Financial education is a lifelong pursuit because we are constantly having to deal with money.”

Based on pre-conference question submissions, Oaks said, Utah women at the event over the years “are very eager to learn and very bright and pick up these



Utah Treasurer Marlo Oaks addresses the audience at the recent Women in the Money Conference in Midvale. Oaks listed some troublesome financial statistics and encouraged broader financial literacy in the state. (Screen capture from Women in the Money Conference)

see LITERACY page 18

To submit news items for the Salt Lake Business Journal, published each Monday, send email to: t.haraldsen@mycityjournals.com

LITERACY from page 17

concepts very well. ... The observation that our attendees are amazing supports an opinion I have long held: Utah women are among the best and brightest in the nation."

Oaks encouraged attendees to mind not just their own finances but also leave a financial literacy legacy. "What financial habits are you passing down to your children? What security are you creating for your retirement years, and what examples are you setting for your neighbors, your friends and you co-workers?" he asked. "Financial empowerment isn't just personal; it ripples beyond us."

He noted that "financial empowerment isn't about doing everything perfectly. It's about doing the next right thing consistently. Small steps repeated

over time compound into big change."

During a panel discussion about financial issues facing women, Amanda Christensen, financial counselor and extension professor with Utah State University assigned as co-director of a financial wellness program, said women should have their savings account as a financial safety net but encouraged attendees to build wealth with "one": one car payment or one mortgage payment, for example.

She also urged them to make a list of life events likely to happen in the next five years and plan accordingly, such as having a teenage driver, no more day care costs, or a major birthday or anniversary to celebrate. "Unexpected things will happen," she said, "but don't let expected life events sidetrack your path to financial wellness."

Liz Blaylock, chief investigator at the Utah Division of Securities, said building wealth should include "shopping it

out." Reviewing and price-comparing investment firms, investment accounts and brokerages and their costs and fees will reveal the best way to start an account, she said.

"Start comparing prices and options just like you would any other consumer product," Blaylock said. "You're really good at doing this when it comes to buying some vacuum on Amazon. Apply that same methodology to picking your investment advisor."

Kristina Connolly, executive director in the technology banking group at Wells Fargo, wants to see financial literacy instilled in people at a young age. It does not need to be part of a school curriculum but instead in occasional chats with girls, she said.

"It's transparency in conversations, whether it's your daughter or your niece or your neighbor or your cousin or your sister. Like, think about the 10-year-olds and the 15-year-olds in your life. Mon-

ey is still very taboo to talk about, and I think the only people that benefit are the people in power, so large corporations or men have more power in finance. It doesn't benefit women," she said.

But women can talk frankly about their expenses, the cost of buying a house or renovating a bathroom, giving others a sense of what is affordable or not.

"Financial power is freedom, so that gives them the opportunity to buy the house, to move to a different state, to not feel as though they're stuck in a marriage that they don't want to be in because their partner is the one making the money," Connolly said.

"There are a bunch of different reasons why it's important to have financial literacy and freedom, and I think the biggest way to overcome that is to just have more direct conversations and be more transparent about finances in general, and don't let it be tepid."

Why part-time, quality jobs are important to Gen Zers

Ten years ago, I was working closely with a tech startup and advising them on various issues, including staffing challenges. Our solution was to bring in several part-time employees to fill gaps, all of whom happened to be women. These employees solved problems, added value and basically kept the company afloat during those early years when money and time were tight.



Robbyn Scribner
Co-Founder of
Tech-Moms

Two years later, this company hired a new CEO. One of his first moves was to let go of all these part-timers and replace them with full-time employees. His rationale was that "these roles all must be full-time," although part-time workers had filled them for several years. The mindset cost some great workers their jobs and the company a substantial amount of money.

This bias against part-time workers in high-quality roles is still prevalent today, and it continues to harm Utah women who want to contribute to their household incomes but, for various reasons, are unable or unwilling to work full-time. If more Utah employers would reject this bias and open up more high-quality, part-time jobs, it would bring tremendous benefits to individuals (not just women), families, companies and our broader economy.

Utah needs access to more quality part-time jobs. Here's why:

- **Most Utah families can no longer survive on one income.** With inflation ever on the rise and the ninth-most-expensive housing market in the country, few Utah families can afford to have one parent home full-time. Quality part-time work would allow families to meet their income needs, while still attending to other priorities (including having kids).
- **Child care is expensive and hard to find.** Many Utah counties are a child-care desert, per a November 2023 Utah Women and Leadership Project study. Part-time work reduces the need for child care services, especially when working hours are flexible. This would ease the demand for child care spots as well as the costs to individual families.
- **Part-time work meets the preferences of many Utah families.** A 2022 study by the Gardner Institute showed that 32 percent of families surveyed felt that one parent working full-

time and one working part-time would be their ideal. (A greater share, 43 percent, said that having one parent home full-time would be ideal, but few families can afford that situation.) Even among single parents, 46 percent said that part-time work would be their ideal. In a state that focuses on families, part-time work would allow parents more flexibility in prioritizing both work and family.

• **Women and individuals could maintain career momentum.** They could decrease the need for full career breaks, which are very costly to women both in earnings and advancement. Women who maintain their careers part-time can keep their skills current, retain their professional networks, and continue to grow professionally more easily than they would if they left the workforce for a number of years, even if at a slower pace.

• **Companies could offer more flexibility in meeting workforce needs.** During a time of intense disruption, like the explosion of AI, the creation of part-time roles can help companies close gaps as they are testing out new efficiency tools.

• **Part-time roles can provide cost savings for companies.** Many part-time workers (especially those in two-income households) don't require expensive benefits. With that said, part-time jobs that do include benefits could provide the best of both worlds for some workers and would likely attract and retain high-value employees.

Please note that all these benefits come from quality part-time jobs, as not all part-time jobs are created equal.

Utah women currently work part-time at much higher rates than women nationally, per a December 2023 Utah Women and Leadership Project study, but this isn't bringing them the benefits they need and want from part-time work, as many of these roles come with low pay, inconsistent hours, unpredictable schedules, and no room for advancement.

For part-time jobs to bring the advantages mentioned above, they need to include the following:

- Opportunities to learn new skills that are in high demand and would transfer to different companies and settings.
- Pathways for career growth, including promotions and raises, within their current companies.
- Reliable and flexible hours and schedules set in advance so workers can plan their budgets and child care needs.
- Wages that match the value of the work performed (some part-time jobs pay much less per hour than the same full-time role).

Organizational change can be difficult, and biases against part-time workers run deep. But these biases come with a high cost.

A few years ago, I met a woman who had been a valuable employee at a financial services company, working with high-net-worth individuals. After having her second child, she felt a need to reduce her work hours and asked her company if she could move to part-time for a few years. Her company refused her request, even though she tried to offer various options for what this part-time role could be. Instead, she quit her job and learned that after 18 months, her company had still not been able to find an adequate replacement for her, and her former clients had suffered as a result. This is a prime example of when "but we've always done it this way" fails both individuals and companies.

Many employees are only part-time for a few years, and they will re-engage as full-time employees eventually. Companies that are open to offering part-time options will benefit as they will be able to attract and retain top-level employees who are often among the most loyal and productive, as they've been given opportunities that other companies wouldn't provide.

Here are five steps your company could take today to explore how offering part-time roles could benefit you and your workforce:

1. When a current full-time employee asks to move to part-time work, instead of saying "no," ask yourself, "Why not?" This is how many suc-

cessful part-time roles are created, often to the mutual benefit of employer and employee.

2. As you explore AI tools that are increasing efficiencies and potentially reducing the need for headcount, ask your current employees if anyone would like to move to part-time work. You may already have an employee who is eager to reduce work hours but was afraid to ask.
3. Examine current job listings and determine if they truly must be full-time. If the work could potentially be done in fewer than 40 hours per week, consider listing the job as "part-time or full-time, depending on need." You will be surprised at the high caliber of applications you receive when you list a quality part-time role.
4. Learn about job-sharing and determine if positions that require full-time hours can be shared between two employees.
5. If you currently employ part-time workers, ensure they are included in professional development opportunities, upskilling and pathways to advancement. Even in part-time roles, they may be ready for more responsibility, and as the years go by, you will be glad you invested in their careers.

Meeting workforce needs can be challenging, and there is no one-size-fits-all answer. But as more companies open their minds to offering quality part-time roles, it will benefit individuals, families, businesses and the economy.

Robbyn Scribner is a women's labor force expert, consultant, and career coach. She is a co-founder and director of outreach for Tech-Moms, a workforce reentry program that helps women transition into the tech industry. A prolific researcher and writer on women's issues, Scribner has published more than 50 reports, articles or snapshots on a wide variety of topics, including labor force participation, the gender wage gap, male allies, workplace flexibility and women's careers. Scribner holds master's and bachelor's degrees from Brigham Young University, and she is a Gallup Certified Strengths Coach. She has a special interest in researching and writing about women's work-life integration, highlighting the challenges women face in trying to balance work and family responsibilities.

TOP 100 UT COMPANIES CHAMPIONING WOMEN

Listed Alphabetically

BUSINESS JOURNAL **List**

	Company Name Address	Phone Web	Industry	Top Local Executive(s)
1	Adobe 3900 Adobe Way, Lehi, UT 84043	385-345-0000 adobe.com	Technology	Dan Fletcher Executive Creative Director
2	AGS Law 395 S. Main St., Ste. 104, Alpine, UT 84004	801-477-6144 agslawfirm.com	Law	Ashley Garbe Smith Founder
3	Alpine Distilling 7132 Silver Creek Rd., Park City, UT 84098	435-200-9869 alpinedistilling.com	Food & beverage	Sara and Rob Sergent Founders
4	Ancestry 1300 W. Traverse Pkwy., Lehi, UT 84043	801-494-8595 ancestry.com	Technology	Howard Hochhauser CEO
5	Angel Advocates, PLLC	801-997-9270 angeladvocateslegal.com	Law	Klea Harris Attorney
6	Angel Studios 295 W. Center St., Ste. A, Provo, UT	* angel.com	Entertainment	Neal Harmon CEO
7	Bennett Communications 424 W. 800 N., Ste. 201, Orem, UT 84057	801-802-0200 bennettcommunications.com	Publishing	Jeanette Bennett Founder & CEO
8	Best Friends Animal Society 2005 S. 1100 E., SLC, UT 84106	801-574-2454 bestfriends.org	Non-profit	Julie Castle CEO
9	Better City 517 N. 2000 W., Ste. 2, Marriott-Slaterville, UT 84404	801-332-9006 bettercity.us	Economic development & strategic planning	Kelly Dumas Director
10	Big-D Construction 404 W. 400 S., SLC, UT 84101	801-415-6000 big-d.com	Construction	Rich Hazel President
11	Black Desert Resort 1500 E. Black Desert Dr., Ivins, UT 84738	844-237-8824 blackdesertresort.com	Recreation & travel	Patrick Manning Managing Partner
12	Black Diamond Gymnastics and Sports Center 11274 S. Kestrel Rise Rd., South Jordan, UT 84095	801-790-1800 blackdiamondgym.com	Fitness	Katy Heddens Founder
13	Bunny James Boxes 8014 Welby Park Dr., Ste. 202, West Jordan, UT 84088	801-893-8162 bunnyjamesboxes.com	Food & beverage	Lonny James Founder
14	Capita Financial Network 14658 S. Bangerter Pkwy., Ste. 300, Draper, UT 84020	801-566-5058 capitafinancialnetwork.com	Finance	Mike Littledike Founder & CEO
15	Catholic Community Services of Utah 224 N. 2200 W., SLC, UT 84116	801-977-9119 ccsutah.org	Non-profit	Bradford R. Drake Executive Director
16	CBRE 222 Main St., 4th Floor, SLC, UT 84101	801-869-8000 cbre.com	Real Estate	Erin Laney Barr Managing Director
17	Cedar Bear Naturales, Inc. 1407 E. 200 N., Roosevelt, UT 84066	435-728-2147 cedarbear.com	Retail	L. Carl Robinson, Jhoane Robinson Founders
18	Christopherson Business Travel 5588 S. Green St., Murray, UT 84123	801-327-7700 cbtravel.com	Recreation & travel	Mike Cameron, CEO Heather Youn, CFO
19	Citrus Pear 850 Main St., Smithfield, UT 84335	* citruspear.com	Food & beverage	McKenzie Rockwood Founder
20	City of Orem 56 N. State St., Orem, UT 84057	801-229-7000 orem.gov	City government	David Young Mayor
21	Clean Simple Eats Riverton, UT 84096	385-236-0263 cleansimpleeats.com	Food & beverage	Erika Peterson, JJ Peterson Founders & Co-CEOs
22	Clearlink 42 Future Way, Draper, UT 84020	801-424-0018 clearlink.com	Technology	James Clarke CEO
23	Community Development Corporation of Utah 501 E. 1700 S., SLC, UT 84105	801-994-7222 cdc.utah.org	Non-profit	J. Todd Reeder CEO
24	Compass Minerals 765 N. 10500 W., Ogden, UT 84404	801-731-3100 compassminerals.com	Mining	Edward C. Dowling Jr. President & CEO
25	Culinary Crafts 357 W. 200 S., Ste. 100, SLC, UT 84101	801-225-6575 culinarycrafts.com	Food & beverage	Mary Crafts President & CEO

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TOP 100 UT COMPANIES CHAMPIONING WOMEN
Listed Alphabetically

(CONTINUED)



Company Name Address	Phone Web	Industry	Top Local Executive(s)
26 Davis Technical College 550 E. 300 S., Kaysville, UT 84037	801-593-2500 davistech.edu	Education	Darin Brush University President
27 Declarative Labs, LLC 38 S. 1000 E., SLC, UT 84102	* declarative.co	Creative consulting	Ellesse Balli CEO & Co-Founder
28 Denali Therapeutics Inc.	650-837-1390 denalitherapeutics.com	Biotechnology	Ryan Watts, CEO
29 Dentons Durham Jones Pinegar 111 S. Main St., Ste. 2400, SLC, UT 84111	801-240-7782 dentons.com	Law	N. Todd Leishman Shareholder
30 Discovery Gateway Children's Museum 444 W. 100 S., SLC, UT 84101	800-899-1000 discoverygateway.org	Museum	Kathleen Bodenlos Executive Director
31 Domo 802 E. 1050 S., American Fork, UT 84003	800-899-1000 domo.com	Technology	Josh James, CEO
32 Dorai Home	866-393-6724 doraishome.com	Retail	Alicia DeFinis, CEO
33 Dough Mama	* instagram.com/doughmama	Food & beverage	Courtney Wright Founder
34 Especially For You 221 W. 400 S., SLC, UT 84101	801-531-7557 yourdowntownflorist.com	Floral	Marci Rasmussen Owner
35 ExpertVoice 9 Exchange Place, Ste. 900, SLC, UT 84111	866-376-4685 expertvoice.com	Marketing	Cotter Cunningham, CEO Maggie Pearson, VP of Marketing
36 Familia America, LLC 6243 S. Redwood Rd., Ste. 235, Taylorsville, UT 84123	801-656-9605 familiaamerica.com	Law	Gloria Cardenas Founder & Managing Attorney
37 FilterBuy 846 W. 200 N., Bldg. 8D, Ogden, UT 84404	385-326-1137 filterbuy.com	Manufacturing	Yvonne Cory UT Plant Manager
38 Foley & Lardner LLP 95 S. State St., Ste. 2500, SLC, UT 84111	801-401-8900 foley.com/office/salt-lake-city	Law	Monica Call, Partner
39 Food and Meat Co-Op 189 State St., Ste. 130, Clearfield, UT 84015	801-823-4898 foodandmeatcoop.com	Food & beverage	Cassie Seneff Michael Founder
40 Gabb 2701 N. Thanksgiving Way, Ste. 500, Lehi, UT 84043	385-235-6646 gabb.com	Technology	Nate Randle CEO Diane Acevedo SVP, Operations & CX
41 Gathre 2575 W. 400 N., Ste. 100A, Lindon, UT 84042	888-830-6054 gathre.com	Retail	Marilee Killpack, Jessica Hauser Founders
42 GoEngineer 739 Fort Union Blvd., Midvale, UT 84047	800-688-3234 goengineer.com	Technology	Ken Coburn, CEO Michelle Vargas EVP, People Success
43 Hale Center Theater Orem 401 S. Pleasant Grove Blvd., Pleasant Grove, UT 84062	801-226-8600 theruth.org	Entertainment	Cody Swenson Director & Executive Producer Anne Swenson, Artistic Director & Executive Producer
44 iMPact Utah 380 S. 670 W., Ste. 200, Lindon, UT 84042	801-845-4889 impactutah.org	Manufacturing	*
45 Jen Weaver Catering	801-725-1405 instagram.com/jen.weaver3	Food & beverage	Jen Weaver, Owner
46 Jones & DeMille Engineering 775 W. Spring Creek Pl., Ste. 200A, Springville, UT 84663	801-692-0219 jonesanddemille.com	Engineering	Brian Barton, CEO
47 JP Morgan Chase & Co. 201 S. Main St., Ste. 300, SLC, UT 84111	801-833-9571 chase.com	Finance	Danielle Wright Managing Director & Team Lead
48 Just Ingredients 1439 N. 1380 W., Ste. 200, Orem, UT 84057	888-488-2584 justingredients.us	Health & wellness	Karalynne Call, Founder
49 Kaddas Enterprises, Inc. 255 N. Apollo Rd., Ste. 500, SLC, UT 84116	801-972-5400 kaddas.com	Manufacturing	Natalie A. Kaddas, CEO
50 Kiln 2701 N. Thanksgiving Way, Ste. 100, Lehi, UT 84043	385-707-5662 kilyn.com	Office co-working	Arian Lewis, CEO



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TOP 100 UT COMPANIES CHAMPIONING WOMEN
Listed Alphabetically

(CONTINUED)



Company Name Address	Phone Web	Industry	Top Local Executive(s)
51 Kirton McConkie 50 E. South Temple St., Ste. 400, SLC, UT 84111	801-328-3600 kirtonmconkie.com	Law	Robert D. Walker President
52 Larson & Company CPAs 11240 S. River Heights Dr., Ste. 300, South Jordan, UT 84095	801-313-1900 larsco.com	Finance	Greg Denning Managing Partner
53 Life Balance Recovery 1291 Expressway Ln., Spanish Fork, UT 84660	801-367-0394 lifebalancerecovery.com	Health & wellness	Chelsie Durden Owner & CEO
54 LSI 1530 Layton Hills Pkwy., Ste. 201, Layton, UT 84041	801-776-0062 lsiwins.com	Business development	Sarah Bertagnolli President & CEO
55 Maple Lake Academy P.O. Box 175, Payson, UT 84651	801-798-7700 maplelakeacademy.com	Education	Patti Hollenbeck-Dial Founder
56 McKinnon-Mulherin 50 W. Broadway, Ste. 333, SLC, UT 84101	801-895-4745 mckinnon-mulherin.com	Consulting	Paige Frame, President
57 Mixhers 2277 W. 700 S., Ste. 3, Springville, UT 84663	* mixhers.com	Health & wellness	Jess Toolson, Cody Sanders Founders
58 Momentous 1526 W. Ute Blvd., Park City, UT 84098	800-357-8714 livemomentous.com	Health & wellness	Erica Good, Jeff Byers Founders
59 Moog 2268 S. 3270 W., SLC, UT 84119	801-973-4300 moog.com	Manufacturing	Pat Roche, President & CEO Jennifer Walter, EVP & CFO
60 MX Technologies 3401 N. Thanksgiving Way, Ste. 500, Lehi, UT 84043	801-669-5500 mx.com	Software	Ryan Caldwell Founder & CEO
61 My Utah Agents 739 E. 3800 N., North Ogden, UT 84414	801-458-6467 myutahagents.com	Real estate	Shannon Olsen, Broker
62 Nani Swimwear 3065 N. 200 W., Ste. 100, North Logan, UT 84341	435-214-1828 naniswimwear.com	Retail	Amy Rasmussen, Marissa Barlow, Janna Barlow—Founders
63 Neighborhood House 1050 W. 500 S., SLC, UT 84104	801-363-4589 nhutah.org	Non-profit	Jennifer Nuttall Executive Director
64 Nellie's Custom Draperies 6161 S. Redwood Rd., Taylorsville, UT 84123	801-261-2241 nelliesdraperies.com	Retail	Veloy Rowberry, Owner
65 Pack Tax 2325 N. Washington Road Blvd., North Ogden, UT 84414	801-660-8200 pack.tax	Finance	Kristy Pack, Founder
66 Paramount Machine 1120 Pioneer Rd., SLC, UT 84104	801-886-2755 paramount-machine.com	Manufacturing	Steve Van Orden President
67 Peace House 700 Round Valley Dr., Ste. 115, Park City, UT 84060	435-658-4739 peacehouse.org	Non-profit	Kendra Wyckoff, Executive Director
68 Powerhouse Events SLC, UT	626-660-6320 powerhouse.events	Events services	Brooke Peterson Co-founder
69 Qualtrics 333 W. River Park Dr., Provo, UT 84604	385-585-4560 qualtrics.com	Experience management	Zig Serafin, CEO
70 Salt & Honey Market 926 E. 900 S., SLC, UT 84105	385-368-6088 saltandhoneymarket.com	Retail	Ashley Collett Founder & CEO
71 Saprea 4101 N. Thanksgiving Way, Lehi, UT 84043	801-901-2474 saprea.org	Retail	Shelaine Maxfield, Founder
72 Savage 901 W. Legacy Center Way, Midvale, UT 84047	801-944-6600 savageco.com	Logistics	Jeff Roberts President & CEO
73 Seekhaven Family Crisis & Resource Center 81 N. 300 E., Moab, UT 84532	435-259-2229 seekhaven.org	Non-profit	Abigail Taylor Executive Director
74 Serenity Recovery & Wellness 12447 S. Crossing Dr., Ste. 13, Riverton, UT 84096	801-984-0184 serenityrw.com	Counseling	Lyndsey Proctor Clinical Director & Owner
75 Solo Solutions LLC 247 Millpond Dr., Ste. 701, Lehi, UT 84043	801-803-6490 solosolutionstaffing.com	Staffing	Sherry Aguero Founder & Owner



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TOP 100 UT COMPANIES CHAMPIONING WOMEN
Listed Alphabetically (CONTINUED)

BUSINESS JOURNAL List

Company Name Address	Phone Web	Industry	Top Local Executive(s)
76 Space Dynamics Laboratory at Utah State University 416 E. Innovation Avenue, North Logan, UT 84341	435-713-3400 sdl.usu.edu	Aerospace	Jed J. Hancock President
77 Staker Parson Companies 2350 S. 1900 W., Ogden, UT 84401	801-731-1111 stakerparson.com	Construction	Scott Parson, CEO
78 Suazo Business Center 960 W. 1700 S., SLC, UT 84104	801-521-1709 suazocenter.org	Business services	Silvia Castro Bennett President & CEO
79 Suzy's Senior Companionship Services	801-540-2077 suzyseniorservices.org	Social services	Suzy Larsen, CEO
80 Tanner LLC 36 State St., Ste. 600, SLC, UT 84111	801-532-7444 tannerco.com	Finance	Mark Erickson Managing Partner
81 Texas Instruments 4000 N. Flash Dr., Lehi, UT 84043	801-767-4000 ti.com	Technology	Haviv Ilan President & CEO
82 The Children's Center Utah 3725 W. 4100 S., West Valley City, UT 84120	801-582-5534 childrenscenterutah.org	Counseling	Rebecca J. Dutton President & CEO
83 The City Journals 9500 S. Sandy Pkwy., Ste. 205, Sandy, UT 84070	801-254-5974 valleyjournals.com	Publishing	Bryan Scott Publisher
84 The Mom Pod Company 243 E. 400 S., SLC, UT 84111	385-557-8177 mompodco.com	Childcare	Anna Robbins-Ek Founder & Director
85 The Refuge Utah 1433 E. 840 N., Orem, UT 84097	801-227-5038 therefugeutah.org	Non-profit	Ashlee Taylor Executive Director
86 The Synergy Company 2279 Resource Blvd., Moab, UT 84532	435-422-4372 thesynergycompany.com	Health & wellness	Thatcher Vagts CEO
87 TriTel Networks 162 E. 4500 S., Murray, UT 84107	801-265-9292 tritel.com	Telecommunications	Amy Duncan President
88 Uintah Special Service District 1 610 S. Vernal Avenue, Vernal, UT 84078	435-781-0982 uintahrecreation.org	Recreation	Cheryl Meier Executive Director
89 Universal Synaptics 4066 S. 1900 W., Ste. B, Roy, UT 84067	801-710-1618 usynaptics.com	Technology	Brent & Paul Sorenson Founders
90 Utah Community Action 1307 S. 900 W., SLC, UT 84104	801-359-2444 utahca.org	Non-profit	Jennifer Godfrey, CEO
91 Utah Innovation Fund 411 E. South Temple St., SLC, UT 84111	* utahinnovationfund.com	Business services	Jefferson Moss Gabi Tellez
92 Utah State University Old Main Hill, Logan, UT 84322	435-797-1000 usu.edu	Education	Alan L. Smith University President
93 VASA Fitness 9815 Monroe St., Ste. 103, Sandy, UT 84070	801-426-8644 vasafitness.com	Fitness	Rich Nelsen CEO
94 Vasion 2600 W. Executive Pkwy., Ste. 200, Lehi, UT 84043	435-652-1288 vasion.com	Technology	Ryan Wedig CEO & Co-Founder
95 VLCM 852 E. Arrowhead Ln., SLC, UT 84107	800-817-1504 vlcm.com	Technology	Richard Linton, Founder Michael Linton, CEO
96 Weber State University 3848 Harrison Blvd., Ogden, UT 84403	801-626-6000 weber.edu	Education	Brad Mortensen University President
97 Westminster University 1840 S. 1300 E., SLC, UT 84105	801-832-2200 westminsteru.edu	Education	Bethami Dobkin University President
98 Women of the World 415 E. 3900 S., SLC, UT 84107	801-953-0008 womenofworld.org	Social services	Samira Harnish Founder & Executive Director
99 Women's Global Alliance	* womensglobalalliance.org	Non-profit	Dr. Paula Fellingham Director, President, & Founder
100 YCC Family Crisis Center 2261 Adams Avenue, Ogden, UT 84401	801-394-9456 yccogden.org	Non-profit	Deanette Stanger Executive Director

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Roadblocks preventing the growth of women-owned businesses in Utah



Dr. Susan R. Madsen
Founder & Director of the Utah Women & Leadership Project

Utah continues to have one of the strongest economies among the states. In 2025 alone, Inc.com ranked Utah No. 3 in their Top 10 Friendly States for Entrepreneurs, and WalletHub ranked Utah No. 3 for the Best States to Start a Business and No. 2 in their Best State Economy ranking. In 2024, Bankrate also listed Utah at No. 2 in a Best States for Small Business ranking. However, the news is not so rosy for women. In 2025, WalletHub gave Utah a ranking of 41 of 50 states on the Entrepreneurship-Rate Disparity, which compares the number of women- and men-owned businesses.

So, the question is: Within the context of a strong economic and business climate, how good is Utah for women entrepreneurs? A recent report by the Utah Women & Leadership Project (UWLP) identified significant roadblocks that undermine women entrepreneurs. Removing the roadblocks can help Utahns minimize the barriers women business owners face and make Utah's economy even stronger.

Roadblocks

First, a lack of equitable access to capital remains one of the foremost concerns for women-owned small businesses. National and global research continues to highlight this challenge for women and note that deep-rooted gendered bias continues to play a notable role in limiting the establishment, expansion and growth of women-owned businesses. In fact, recent research shows that women-owned businesses receive only 2.3 percent of available funding worldwide.

Other research has found that, when trying to secure investment for their business, women face distinctly different experiences from those of men. For example, investors often ask men entrepreneurs about opportunity and the potential for gains, while women entrepreneurs are questioned about the potential for losses. In addition, women are interrupted 4.7 times more frequently during their pitch presentations and are asked 2.1 times more questions about personal commitments and family plans. These differences in treatment have been shown by researchers to contribute to a lower suc-

cess rate in securing additional capital. For many women, the inability to access their fair share of financial capital leads to reduced opportunities for growth.

Second, Utah women, when compared to their male counterparts, have less access to mentors, sponsors and other power connections. Research has shown that these developmental relationships can play a critical role in one's career choices and opportunities. When small-business owners receive mentoring early on in their development, they have a better chance of success. Importantly, women of color often have even less access to mentoring and sponsoring than white women. Mentoring matters for women when starting and growing their businesses.

Third, Utah women tend to have a lack of awareness of business training and existing groups, programs and resources. The great thing is that there are programs and resources available, so increasing awareness of these important resources is critical.

In other Utah-focused research, additional barriers specifically identified included balancing life responsibilities (such as lack of support and isolation), accessing child care, encountering issues related to gender challenges (such as women not being taken seriously and facing exclusion from male-dominated industries), lacking resources (such as funding and training), and a variety of others. Related quotations from Utah women include the following:

"One of the difficulties I have experienced is balancing growing my business and the needs the community has, alongside the need of my young family and the expectations that come with that."

"My husband and I co-own our

business, but I am the primary owner and operator. He has a separate job. Still, many of the individuals who have accounts and services with us expect to contact and work with him directly (as the owner) instead of me. This is frustrating, and it makes me feel like people don't take me seriously as a business owner."

"Sometimes it's challenging to get men to view me as an equal, especially when they don't realize this is a problem for them."

"It was hard to get a business loan as a female-only-owned business."

Since 2023, the UWLP has tracked Utahns' responses to four questions related to women and entrepreneurship in annual fall surveys. In 2024, many Utah women agreed at some level that if they had the opportunity and resources, they would like to start a business. They also felt that if they started a business, their family and friends would approve and support their decision. Yet, when asked if they knew how and where to access resources and support, they were less likely to agree.

Recommendations

So, what can be done to encourage and support more women to start and expand their businesses?

First, we need to help women create connections. Valuable training and resources can be found with the Women's Business Center of Utah, Small Business Development Centers, Business Resource Centers and SCORE chapters that can expand the possibilities for information and resource-sharing, networking and mentoring. In addition, there are a host of women in business groups throughout the state that include many women entrepreneurs who are interested in mentoring others.

Second, we can all encourage lenders to support women-owned businesses. Spotlighting successful venture funds investing in diverse women-founded enterprises could encourage other venture capitalists to support women-owned businesses. Strengthening microloan programs to serve small women-owned

businesses more effectively has also been shown to be successful. We can do better here in Utah!

Third, we need to change perceptions that starting and owning a business is only for men. Many women-owned businesses are successful in Utah, with over 3,000 being highlighted in the Women-Owned Business Directory. In the past, it has been assumed that when a woman decided to be an entrepreneur, she would run a "lifestyle business" as a way to augment the family income. National research now shows that 56 percent of women business owners are the sole or primary source of household income (65 percent for women of color). With the economic realities Utah families now face, often all adults in a household are employed.

Finally, for those who want to get involved in positive change, A Bolder Way Forward has an area of focus on entrepreneurship that will probably provide opportunities for all.

Conclusion

Despite the hurdles women face in starting and expanding small businesses here in Utah, women are establishing businesses that not only generate revenue and employ other Utahns but also contribute to the quality of life and prosperity of Utah families — and bolster the state's economy. The potential for success will continue to increase as more women receive adequate funding, access resources, and seek support from strong professional networks. As an important segment of productive business owners, women certainly are getting things done and, by so doing, are strengthening others and blazing a trail to an improved economy for Utah.

Dr. Susan R. Madsen is a professor of organizational leadership in the Jon M. Huntsman School of Business at Utah State University and is the founding director of the Utah Women & Leadership Project and the visionary behind A Bolder Way Forward.

Utah gender pay gap maintains its poor showing

Brice Wallace
Salt Lake Business Journal

Utah's huge gender pay gap isn't closing.

That's among the findings of a recently released report by the Utah Women & Leadership Project at Utah State University. Utah women working full-time, year-round jobs earn about 27 percent less than men, the worst pay gap in the U.S.

The report indicates that Utah had the 47th-worst gender pay gap in 2017 and 49th-worst in 2021. Utah was next-to-last (No. 50 among 51 locations) in a 2024 ranking by the National Women's Law Center, ahead of only Louisiana and just below Alabama and Wyoming.

The most recent report indicates that among all workers, including part-time and seasonal employees, Utah women earn just 61 cents for every dollar paid to men, compared to 75 cents for every dollar nationally. For full-time, year-round workers, Utah women earned 73 cents to every dollar earned by men, compared to 82.7 cents nationally.

"The majority of Utahns agree that the gender pay gap exists," said Susan Madsen, founder of the UWLP and co-author of the report. "Furthermore, 82.6 percent of the 2024 sample agreed on some level that Utah leaders should take action to close the gender pay gap."

Utah has the worst lifetime pay gap in the nation, with a loss of \$755,120 for a woman over her 40-year career compared to a man. That equates to an average Utah woman needing to work until age 75 to earn what a Utah man makes by age 60.

Those stats are in spite of Utah women participating in the workforce at rates above the national average, and women-owned businesses in Salt Lake City growing 26 percent between 2022 and 2023, compared to 17 percent nationally.

The gender pay gap in Utah is driven by occupational segregation, underrepresentation in higher-wage male-dominated roles, part-time employment and cultural expectations around family and caregiving, as well as limited access to child care and the influence of social and religious norms, the report notes.

The UWLP calls for both policy and cultural change to close the gender pay gap in the state, including family-friendly workplace policies, such as paid family and medical leave, and flexible, work-from-home or hybrid work so that women and mothers have opportunities to pursue higher paying careers while balancing family responsibilities.

It also calls for stronger child care infrastructures, policies related to pay transparency, elimination of salary history, and boosting the rights of workers to challenge pay discrepancies. Stronger worker protections can help women pursue higher-paying careers while balancing caregiving responsibilities. It noted that acknowledging and understanding that women's decisions — as well as men's — are inseparably tied to cultural norms, structures and attitudes.

"There's a tendency to dismiss the gender pay gap, explaining it away by pointing to women's 'choices,'" said Kolene Anderson, UWLP's associate director and co-author of the report with Madsen and Robyn C. Blackburn, UWLP

research fellow. "But to do so negates the impact of messaging about the socially and culturally acceptable roles of women and men. Long before a woman makes her first dollar, her occupational 'choice' is influenced by years of socialization, education, mentoring and messaging about her competency and responsibility, as well as the expectations of others."

The report indicates that contributing factors to the national gender pay gap include occupational segregation, underrepresentation in leadership, caregiving responsibilities, bias, and limited access to flexible work and child care. Over a 40-year career, the gap generally can cost women an average of \$462,000, with even greater losses for women of color.

"We need to overcome stereotypes about what constitutes 'men's' and 'women's' work, both in and out of the home, to begin achieving gender wage parity," Madsen said. "Working to find solutions at the local, state and national levels will contribute to making Utah a state where girls, women and our communities can thrive."



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² Subject to credit approval and SBA approval. Terms and conditions apply. See banker for details.