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An aerial photo shows Ionic Mineral Technologies' Silicon Ridge project west of Utah Lake in Utah County, where the company said it has discovered a significant deposit of rare earth and critical technology metals. Utah Lake and the Wasatch Mountains are visible in the background. (Photo courtesy Ionic Mineral Technologies)

OF NOTE



Tree-mendous success

The 31st Festival of Trees to benefit Intermountain Primary Children's Hospital was held Dec. 4-6, with record attendance and donations. Volunteers spent months making decorated trees to honor loved ones and help children with medical needs at the hospital. (Tom Haraldsen/Salt Lake Business Journal)

There's no gold in this 'gold mine'

Ionic Mineral Technologies' discovery in western Utah County may be America's most significant critical mineral deposit

John Rogers
Salt Lake Business Journal

What Provo's Ionic Mineral Technologies is doing west of Utah Lake in northwestern Utah County is important to modern technology and the nation's economy. The company has an 8,000-acre, fully permitted project where it mines clay from which it extracts nano-silicon for the lithium-ion batteries used in electric vehicles.

But what miners found recently during that mining process at the Silicon Ridge project may be the equivalent of a gold mine. Ionic reported it has discovered that the clay deposit it is working contains high concentrates of 16 more types of minerals, including gallium, germanium, rubidium, cesium, scandium, lith-

ium, vanadium, tungsten, niobium and a full suite of light and heavy rare earths.

Ionic Mineral Technology officials and industry experts are characterizing the discovery as what may be the most significant critical mineral reserve in the United States.

Currently, China dominates the world's critical minerals market, supplying about 90 percent of the planet's rare earths. The Trump administration has made it clear that it sees critical mineral mining in the U.S. as a national security priority. The minerals are used in everything from advanced AI semiconductor chips and permanent magnets to defense surveillance systems and energy technologies.

Ionic officers told The Wall Street Journal that the company has had several meetings with Trump administration

officials and that the White House has expressed "clear enthusiasm about our work and its potential national impact."

Independent testing by global testing services company ALS Chemex shows that the Silicon Ridge deposit is made up of a halloysite-hosted ion-adsorption clay, the same type of mineral-rich geological formation that supplies most of China's rare earth production, Ionic said.

Ionic has drilled 106 boreholes to a depth of more than 100 feet each over a 650-acre area to test for the minerals. Test returns show total rare earth and critical metal content within the halloysite clay of approximately 2,700 parts per million (ppm), comparing favorably to China's reported ion-adsorption clay deposits, which typically

see **GOLD MINE** page 2



The Salt Lake Business Journal will not be published on December 29, but will resume with our weekly publication schedule on January 5, 2026. Thank you for subscribing and supporting local journalism.

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GOLD MINE

from page 1

range from 500 to 2,000 ppm.

Ionic points out that the tests cover only 11 percent of the total surface area of clay deposit at Silicon Ridge, and only to a depth of 100 feet. That leaves significant potential for expansion of the discovery.

“This confirmation is a watershed moment for American resource independence. For the first time, we have a domestic, shovel-ready source for a full spectrum of critical minerals, all extractable with a faster, cleaner process than traditional hard rock mining and extraction,” said Andre Zeitoun, founder and CEO of Ionic, when speaking of the test results. “With our mining permits and processing facility in place, we can now move rapidly to production, re-

ducing a key strategic vulnerability for the United States.”

The strategic importance of Ionic’s discovery is underscored by China’s December 2024 export ban on gallium, germanium and antimony to the United States, combined with April 2025 export licensing requirements on critical rare earth elements like lutetium, scandium and yttrium. The U.S. Government Accountability Office has identified critical material shortfalls exceeding \$18.5 billion, with the Pentagon recently moving to secure a \$2 billion emergency stockpile of strategic minerals in response to critical mineral supply.

Ionic’s Silicon Ridge project is located on state-owned, company-leased lands with active mining permits and with infrastructure in place. The mine is supported by Ionic’s existing 74,000-square-foot processing facility in Provo, enabling a rapid timeline to commercial production, the company said.

Utah government leaders have expressed enthusiasm and support of Ionic’s critical mineral activities, citing the company’s low-emission, nearly waste-free processes.

“Utah is once again proving we have the greatest resources, vision and determination to power America’s future,” said Utah Senate President J. Stuart Adams. “Ionic Mineral Technologies’ work at Silicon Ridge is the prime example of how responsible development creates jobs, strengthens our national security and builds resilient, American-made supply chains. Our state is uniquely positioned to lead the transition to cleaner energy by developing next-generation resources right in our own backyard. By doing so, we reduce reliance on foreign nations and secure America’s energy future.”

“Our energy and national security depend on having a reliable supply of crit-

ical minerals — and Utah is uniquely positioned to lead the way,” said Utah House Speaker Mike Schultz. “This project shows what Utah does best: using our natural resources, strong infrastructure and innovative industry to solve big challenges and embrace big opportunities. Ionic Mineral Technologies is helping us reduce dependence on foreign adversaries while creating new opportunities and long-term stability for Utah families and our economy.”

“For Ionic Mineral Technologies, the Utah County discovery may elevate its position from a strictly nanosilicon producer to a central player in America’s critical minerals future,” said technology news website Techspot.com.

Ionic said the discovery is just the beginning, with Zeitoun telling The Wall Street Journal, “We know this is a sizable deposit, and we know that’s just scratching the surface.”

100 Companies Championing Women, 2025 (and final) cohort announced

Rebecca Olds

Salt Lake Business Journal

Three years of cohorts recognized as women champions and a study on how to better include women in Utah’s workforce will conclude at the end of the year. The Utah Women & Leadership Project announced the final cohort of businesses that have made significant efforts and strides in helping women succeed in the workplace and leadership roles in 2025.

“The three-year 100 Companies Championing Women Initiative has been an important effort to raise awareness in Utah on the various ways companies can advance women and support families,” said Susan Madsen, the Utah Women & Leadership Project’s founder and director.

The list includes companies across all industries and can be found on the Governor’s Office of Economic Opportunity website, business.utah.gov/in-utah/100-ccw/. The whole research and policy brief can be found online at usu.edu/uwlp/research/briefs.

The study looked at three main characteristics of companies that applied for the recognition, including specific categories focused on family-specific policies, flexible work, as well as professional development and leadership opportunities.

According to the study, the most common women-friendly policies being adopted by Utah companies pertain to flexible work, including flexible hours offered by 94 percent of the companies and remote work offered by 83 percent. No doubt these

policies were helped along by COVID-19.

Pay equity and leadership growth for women are also highly prioritized in the 100 companies, with 82 percent of companies implementing practices to reduce disparities in pay and 72 percent of companies looking to diversify management, including 67 percent with women on their board of directors (which has grown 9 percent since 2024).

Katy Higgins, founder of True Pros HVAC — one of the 100 companies recognized — emphasizes that while women make up only 2 percent to 3 percent of the trade workforce nationally, they have the potential to drive significant change.

“I think having a place where women feel comfortable calling to find out about a job — it’s just the start. I think that’s the hardest part: them asking the question, picking up the phone, knowing who to call, and being taken seriously,” Higgins said.

At True Pros, 35 percent of the team is female, an indicator of the company’s commitment to training employees, especially women, from the beginning.

Higgins is now seeking sponsors to “implement a program where we get applicants or scholarship winners, that maybe someone can help me with the training, and then we could do it on a larger scale.” She believes that sponsorships will help grow this initiative and make it more sustainable, spreading opportunity to even more women in the trades.

Big financial investments, like the one Higgins is referring to, or structural changes, seem to be a roadblock to further adopting policies to help female



True Pros, one of the 100 companies championing women in 2025, has values displayed on their wall as a reminder to make it a great place for all employees. (Photo courtesy True Pros)

employees stay in the workforce.

The least common policies being offered include job-sharing (5 percent), return-to-work programs (17 percent), adoption and fertility benefits (20 percent), child care support (25 percent) and part-time benefits (25 percent).

In the conclusion of the study, it notes that while the list only includes “100 of tens of thousands of companies” operating in Utah, it “provides a sampling of what forward-thinking Utah businesses of all sizes are doing to support employees and their families.”

“By highlighting businesses around the

state that have incorporated family-friendly policies, as well as implemented developmental programs to advance women, the 2025 100 CCW initiative has provided information about best practices that companies — large or small — can consider.”

“I encourage Utah businesses and organizations to adopt inclusive, family-supportive strategies that enable every employee to flourish,” said Madsen. “Expanding opportunities and leadership for women not only advances equality but also fortifies families, strengthens the workforce, and secures a more resilient and prosperous economic future for our state.”

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Stryker Corp. produces neurovascular products at its Salt Lake City facility. The company has been approved for a state tax credit incentive for an expansion project expected to add 862 high-paying jobs. (Photo courtesy Stryker Corp.)



Employees work at Stryker Corp.'s advanced manufacturing facility in Salt Lake City, where the company produces neurovascular products. The company has been approved for a state tax credit incentive for an expansion project expected to add 862 high-paying jobs. (Photo courtesy Stryker Corp.)

Medtech company to add 862 jobs in \$615.6 million expansion project

Brice Wallace

Salt Lake Business Journal

A Michigan-based medical technology manufacturer will expand in Salt Lake County, with plans to invest \$615.6 million and add 862 new high-paying jobs over the next two decades.

Stryker Corp., which has had a Utah presence for nearly 25 years and produces neurovascular products in the state, made the announcement after being approved for a state tax credit incentive by the Governor's Office of Economic Opportunity board.

"By expanding our presence in Utah, we're supporting the creation of more jobs and driving innovation that improves patient outcomes in the U.S. and around the world," Jim Marucci, president of Stryker's neurovascular division, said in a prepared statement. "We're pleased to continue our partnership with the Utah Governor's Office of Economic Opportunity, which has been instrumental in supporting our growth and impact here."

Stryker develops, manufactures and markets a range of products for the medical, surgical, orthopaedic, and neurotechnology and spine sectors. Founded in

1941 by Dr. Homer Stryker, the company focuses on improving patient and health care outcomes through innovative products and services, with a portfolio that includes implants, surgical equipment, medical and surgical instruments, and patient handling equipment.

Stryker has 53,000 employees in operations across 75 countries. It says its products impact more than 150 million patients annually.

The company's Salt Lake City location houses advanced manufacturing, a state-of-the-art surgeon training center, and a hands-on bioskills lab. It is also home to many of the company's neurovascular team members, who are advancing stroke therapy devices in collaboration with health care professionals to improve patient outcomes.

"Basically, the products we're making here every day, every minute, are saving people's lives," Susan Zhang, Stryker's director of manufacturing, told the GOEO board.

She said the incentive will help the company improve its operations, remain competitive, advance its acquisitions and consolidations, and allow the company to continue bringing new technologies into the Salt Lake City site. "Every

month, every quarter, every year, we're making changes," Zhang said.

The tax credit approved by the GOEO board is for up to \$13.8 million over two decades. The project is expected to generate new wages of over \$1.34 billion over 20 years, with average pay of \$126,557. New state tax revenue is estimated to be over \$55.2 million during that time.

Lance Soffe, GOEO's director of industry partnerships, called Stryker "a stalwart" and "an anchor employer here in the life sciences community." The expansion project represents "amazing capex (capital expenditure), lots of jobs and great wages, so the trifecta there," he said.

After the incentive vote, Carine Clark, chair of the GOEO board, said she was happy that the company received unanimous support from the board. "Thank you for your contributions to our state. ... You probably saved a number of people's lives in my community, so thank you for them," she told company representatives.

"Life sciences are a critical engine for Utah's economy and the health of our communities," Jefferson Moss, GOEO executive director, said in a prepared statement. "Stryker's expansion reflects the depth of talent in our state and

the strength of an industry that creates high-paying jobs while advancing technologies that improve care for people across the world."

"Stryker's expansion is a win for Salt Lake City families and our local economy," said Lorena Riffo-Jenson, director of Salt Lake City's Department of Economic Development. "These new jobs will provide meaningful opportunities for residents while reinforcing our city's role as a hub for life-saving innovation. We're proud to support growth that strengthens our communities and improves lives right here at home and around the world."

The state incentive is the second for the company in recent years. In 2017, Stryker was approved for a tax credit incentive of up to nearly \$3.4 million, tied to the creation of 540 jobs in Salt Lake City in a \$100 million expansion over 10 years. Stryker acquired the Utah operations when it obtained Boston Scientific in 2011.

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.

Utah leaders unite to sign proclamation supporting women entrepreneurs

Leaders from Utah's government, business and nonprofit sectors gathered in Salt Lake City recently for the ceremonial signing of the "Utah Proclamation for Women's Entrepreneurial Empowerment."

The signing coincided with Women's Entrepreneurship Day, a global initiative celebrating women innovators and economic leaders.

"The 'Utah Proclamation for Women's Entrepreneurial Empowerment' is historic," said Ann Marie Wallace, state director of the Women's Business Center of Utah (WBCUtah). "It brings statewide attention to women-owned businesses and provides support, resources and op-

portunities to help them grow, gain confidence and thrive in Utah's economy."

Wallace said the proclamation recognizes the critical role of women-owned businesses in Utah, which generate approximately \$14 billion in annual revenues and employ over 89,000 Utahns. It also highlights the challenges women entrepreneurs may face, including access to capital, networks and growth opportunities, she said.

Signatories of the proclamation pledge to complete at least one of 10 voluntary actions by Nov. 19, 2026, such as mentoring women entrepreneurs, supporting women-owned businesses, promoting policy improvements or showcasing

women-led business achievements.

The signing event featured remarks from Wallace, who emphasized the significance of the proclamation and the shared responsibility to support a strong entrepreneurial ecosystem for all Utahns.

Susan Madsen, founder and director of the Utah Women & Leadership Project, presented research illustrating both the successes and ongoing opportunities for women entrepreneurs in Utah.

"The signing of the 'Utah Proclamation for Women's Entrepreneurial Empowerment' marks a pivotal step toward building a stronger, more innovative economy in Utah," said Madsen. "I was thrilled to join leaders, organizations

and communities from across the state in this important event. We are grateful to A Bolder Way Forward and the Women's Business Center of Utah for leading this proclamation and gathering. Together, we are boldly declaring that women entrepreneurs are essential to Utah's future."

Individuals and organizations statewide are invited to digitally sign the proclamation at <https://wkf.ms/49KqW14>, committing to at least one action and sharing their impact using the hashtag #UtahWomenOwned. The proclamation is effective immediately and will remain active through Nov. 19, 2026.

University of Utah athletics launches landmark partnership with private equity firm

John Rogers

Salt Lake Business Journal

When you hear the term “private equity,” you immediately think of outside investors owning part of your company. That’s apparently exactly what’s happening with University of Utah athletics.

The UofU has announced a landmark deal that will help its sports entities generate new revenues through a partnership with Otro Capital, a New York City private equity firm “with deep operational experience in sports, entertainment and media.” Through the partnership, the school will go down as the first NCAA college athletic department to accept private equity money.

In an open letter from university President Taylor Randall and Athletics Director Mark Harlan, the school announced the formation of Utah Brands & Entertainment LLC, a new company owned by the University of Utah Foundation with equity participation from Otro Capital. The company will now own “select core revenue-generating operations,” the letter said.

The university has declined to say just how much of the new operation will be owned by Otro Capital because the deal has not been finalized. Yahoo Sports, which first reported the deal, said the partnership could bring in up to \$500 million in revenue.

In addressing concerns that the University of Utah may be falling behind in its ability to function in a new athletic environment driven by “name, image and likeness” (NIL) payments to recruits, the transfer portal and the world of revenue-sharing mandated by a recent court settlement, the letter from Randall and Harlan said these things have “disrupted the status quo and introduced significant costs to the university. Additionally, we face growing financial headwinds across all of our missions — academics, research and patient care.”

To address these challenges, the letter said, “Utah Brands & Entertainment will enable Utah Athletics to transition to a modernized business model that can more strategically build our brand and strengthen our athletics programs.”

Through the new entity, the school will build work to build its brand, the school said. That will include overseeing corporate sponsorships, ticketing, event-related revenues and campuswide university trademarks and licensing.

The new business model was unanimously approved Dec. 9 by the university’s board of trustees, and the deal could be finalized by early next year. The school added it plans to partner with prominent university supporters along with Otro Capital.

Also addressing concerns from boosters, Randall and Harlan wrote, “Importantly, the university is not selling parts of our athletics department, ceding oper-



University of Utah fans welcome their team to the field at Rice-Eccles Stadium in Salt Lake City for a recent game. The university is the first NCAA school in the nation to partner with private equity for athletics fund-raising activities. (University of Utah photo)

ational control to a third party or relinquishing control of any facilities. Decisions regarding sports, coaches, scheduling, operations, student-athlete care and other athletics matters will remain solely with the athletics department. The university’s foundation will appoint a majority of the board of directors of Utah Brands & Entertainment, and the board will be chaired by the athletics director.”

Although the UofU was the first to pull the trigger on private equity involvement in college athletics, the idea has been around for several years.

“There have been a lot of attempts, going on three or four years now, to make direct investments into sporting programs at schools,” Ben Fund, a partner at Washington, D.C.-based investment firm Carlyle Group, told Front Office Sports. “Everyone in the market wants to talk about college sports.”

The university’s private equity deal has received mixed reviews throughout college sports. CNBC reported that NCAA President Charlie Baker, speaking at the recent Sports Business Journal’s Intercollegiate Athletics Forum in Las Vegas, said that the formation of Utah Brands & Entertainment is “really well thought out and really well designed.” He praised the UofU deal for keeping decision-making in-house with the school’s athletic department. Baker has reportedly long been

skeptical of shifting too much power to private equity.

“My message to everybody on this would be really simple: ‘Be really careful,’” Baker said earlier this year about private equity deals, according to ESPN.

A number of national and local lawmakers and community leaders have also weighed in on the deal, with questions ranging from transparency ahead of the announcement to the lack of competitive proposals from entities other than Otro Capital. Local media have also expressed similar concerns.

Questions over the university’s tax-exempt status have been raised, with U.S. Rep. Michael Baumgartner (R-Washington) writing on social media, “Congress will be taking a hard look at the tax-exempt status of universities that enter into private equity deals. If you want to act like a non-public entity, you better be ready to be treated like one.”

But UofU leaders see the deal as critical, with the Randall and Harlan letter concluding, “Most importantly, this transition will allow more of the university’s internal resources to remain focused on education (scholarships, access and student success), cutting-edge research and exceptional patient care. By modernizing our athletics model, we are protecting and strengthening our ability to advance our academic mission and deliver societal impact over the long term.”

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Speakers: Wage standard needed for state-funded construction projects

Brice Wallace

Salt Lake Business Journal

A group of Utahns is pushing for a policy that would set a wage standard for state-funded construction projects.

Such a bill, they say, would result in standardizing the public bidding process for infrastructure projects, produce better-quality work on those projects, ensure local workers on state-funded projects, make it easier for Utah workers to earn a decent living and thus attract more tradespeople to the construction industry.

Such a policy — developed among legislators, construction businesses and workers and others — would establish a wage standard based on the Department of Labor's existing surveys of employers working in each county.

“What this bill will do is ensure that when we're building contracts for state projects, upfront, that we're saying that we're not going to undercut the local



Utah Rep. Tyler Clancy, R-Provo, speaks at a recent news briefing about the need for a worker wage standard for state-funded construction projects. (Photo courtesy Utah House of Representatives)

wage that already exists in those local communities,” Utah Rep. Tyler Clancy, R-Provo, said a recent news briefing or-

ganized by United Today, Stronger Tomorrow, which aims to improve the efficacy and transparency of government

at the federal, state and local level.

“So, if we're building a road in St. George or a new courthouse in Northern Utah or doing repairs on our beautiful State Capitol, that we're making sure we're not pricing people out of the market, so that people have to come from Wyoming or Texas to build these types of projects. We want to invest it here.”

Chris Baldwin, an electrician and general contractor, said an area wage standard would benefit young people wanting to get into construction and allow workers in the industry to advance at the same rate if they have the same skills and licensing. Currently, some workers are earning \$7.25 per hour and others \$20, “and they're doing the same job, with the same license,” he said. “I think that's got to go.”

Keevan Kadel, a journeyman glazier, said a standard would allow many construction workers to build their communities, stay home and make a decent living.

Bronson Thackery, whose family owns BRPI Mechanical, said his company has paid an area wage, and workers coming from other companies that did not have seen their lives improved. He also contends that wage standards would result in higher-quality work, meaning more longevity for taxpayer-funded projects.

The voting public apparently supports the area-wage effort. Among the results of a survey by Y2 Analytics is that over 60 percent of respondents support area wage standards before receiving any information on the policy, but the figure jumps to 74 percent after learning more. Seventy-eight percent say they believe Utah's public dollars should prioritize funding work that allows workers to support themselves, and 54 percent believe policies should discourage employer reliance on state-sponsored services to supplement wage and benefits.

Over 70 percent prioritize publicly funded construction projects to the contractor with the highest quality of work over the lowest-cost bid, believe policies should incentivize the use of local contractors to complete public construction projects, and believe that public procurement should prioritize contractors with a history of safe projects over the lowest-cost contractor.

Policy supporters also say area wage standards do not create increased construction costs or a larger administrative burden, and noted that such standards already exist for federal government projects.

“If (trades) folks aren't confident in being able to make ends meet, what does that do to our state and our society as a whole?” Clancy asked, adding that good jobs are the driving force of the middle class and the economy as a whole.

A few decades ago, the path to a middle-class lifestyle was a good union job but now it is a college degree or other credentials, he said. Young people in the state now have “less confidence that if you're playing by the rules and doing everything right that you're going to be able to make ends meet,” he said. “This is about building it right the first time, this is about investing in Utah, and making sure our families have a shot at the American dream.”






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Socializing out of the office? You're out of your mind

Are you an innie or an outie? If you watch "Severance," you'll definitely know.

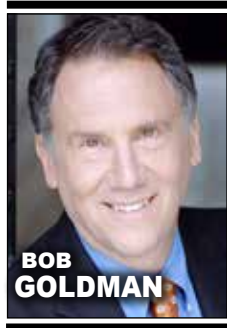
The hit TV show is about people who undergo brain surgery to separate their lives into two parts — an innie, who only knows what happens at work, and an outie, who has no idea what happens at work.

That's right.

When Mark, Helly R. and the rest of the innie gang arrive at work in the morning, they leave all memories of their outie lives at the elevator door. And when they return to that elevator at the end of the workday, what happened during those innie hours vanishes completely from their outie brains.

Cruel and unusual punishment? To me, it sounds like heaven.

It is difficult to understand why anyone would want to bring what happens at work into what happens in their lives when not at work. Yet a report in The Harvard Business Review tackles this very phenomenon with a scientific study titled "Research: The Best Ways to Connect with Colleagues Outside of Work." The article delves into the "tricky endeavor" of connecting with colleagues when workday is over, an effort the researchers insist can "produce many benefits — from career advancement to emotional support."



BOB GOLDMAN

If you want the benefits of "crossing work and non-work boundaries," but don't want the queasy tummy that can go with it, I have the strategic Dramamine that can help. One thing is for sure:

We won't be adopting the mechanism the researchers used in their study of corporate mingling — tracking both top executives and lowly worker bees connecting on their Peloton bikes.

To the researchers, the Peloton experience is "a virtual exercise platform," which creates "a non-work setting that helps colleagues bond." I'm not so sure. It's bad enough that your colleagues observe your blunders when in the office. You certainly don't want to expose your poor performance outside the office. (Think about it: If management sees you left behind during a Hip Hop Pilates workout, they're not going to have any compunctions about leaving you behind when it's time to announce promotions.)

According to the researchers, good boundary-blurring interactions must be flexible, legitimate, virtuous and playful.

Here are four that meet all these requirements — kind of.

No. 1: Exercise Together

Just because you won't peddle a Peloton doesn't mean you can't invite co-workers to join you in a workout of your choice.

The trick here is to pick an exercise program in which you can shine. When your colleagues see your balletic skills on a Pilates Reformer, they will consider you a star performer in the office. Of course, if your manager is involved, you'll want to choose an exercise in which you are a major flop. Unless you want to scare your manager, you want to be the person whose glute bridge collapses and who drops the kettlebell on your toe. Once your boss sees that you are absolutely no threat in the gym, they will assume you will be just as incompetent in the office and promotions are sure to follow.

No. 2: Cook Together

Eating together is a traditional way to mingle outside the office. A better venue for out-of-the-office socializing is to invite everyone to cook together. Choose a menu that shows you are a bold, creative thinker. Good dishes to prepare together are Rocky Mountain Oysters, Salmon Shortcake, Meatloaf Jell-O and Candied Eels. Yum!

No. 3: Craft Together

If you've been hiding your passion

for decoupage and macrame, invite your co-workers together for a crafting day in which you bond by creating wonderful objects of self-expression, like a 3D portrait of your manager using pistachio nut shells. Or welcome your manager into your home for a high-level session of needle felting. They'll come away with a fuzzy bunny they can cuddle when you take their job.

No. 4: Bring It Home

With everyone back at the office now, welcoming your co-workers into your home is an effective method for connecting. Just don't clean up! If your place is a toxic mess, it will show that you are 100 percent focused on the office. (Pro tip: If you want snoopy guests to see your willingness to think out of the box, leave your furry handcuffs and latex catsuit on the bed.)

Make the most of mingle time and your co-workers will not only exclude you from their own out-of-the-office activities, but they'll also avoid you in the office.

Now that's the kind of win-win both your innie and your outie will love.

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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RSL legend Nick Rimando joined with current Real Salt Lake and Utah Royals players to greet students from Mountain View Elementary at the "Warm the Soles" program at America First Field on Dec. 4.



More than 540 students received new pairs of shoes during the event sponsored by the America First Charitable Foundation and the Real Salt Lake Community Foundation. (Tom Haraldsen/Salt Lake Business Journal)

America First's annual 'Warm the Soles' program helps kids in need

Tom Haraldsen

Salt Lake Business Journal

For the past 31 years, the America First Credit Union's Charitable Foundation has been providing Christmas joy for needy students with its "Warm the Soles" program. On Dec. 4, players from Real Salt Lake and the Utah Royals partnered with AFCU to sponsor a field trip to America First Field in Sandy, then surprised more than 540 students from Mountain View Elementary School with new pairs of shoes.

"This is our third year partnering with RSL," said Amber Greenwell, director of the foundation. "The shoes are actually purchased by the America First Charitable Foundation. There are 548 students that will arrive here today."

Students from the Title I school in Salt Lake City were met by team members, including RSL legend Nick Rimando; RSL team president John Kimball; and team members Zavier Gozo, Brecken Mazingo and San Junqua. The students got a tour of the stadium, were presented with new shoes, visited with Santa and Mrs. Claus, then enjoyed lunch.

"We do have a fundraising event that we do each year, and then our members and our employees also make contributions," Greenwell said. "We have quite a few schools that request to come. We really try to spread it across multiple districts. We work very closely with the Salt Lake City School District to identify the best school and the biggest impact we can make for those individuals who might need a little more this holiday season."

Greenwell said teams of volunteers went to the school and took measurements well ahead of the event.

"So everyone of the kids will have a pair of shoes that will fit them to their exact size," she said. "They showed up here today and had no idea that they were going to get the field trip of a lifetime."

She said young kids are unique in that they don't ask a lot of questions, "so when we came to measure feet, they were like, 'This sounds great.' No idea they'd come to the stadium, meet players, get free lunch, but also leave here with a brand-new pair of shoes."

America First CU began the program in Weber County, where the corporate headquarters is located. Over the years, it has expanded the program into all six states where the credit union has branches, and now it supports 45 differ-

ent programs and school districts.

"We know that essential items are expensive, especially this holiday season, and we're finding that more and more families are having to choose between putting food on tables or buying those essential items," Greenwell said. "Shoes are expensive, and we realize that especially in this K-sixth grade they're growing at a rapid rate. Parents might not have the money to keep up with the continued growth of the child, and some of those kids will go without a new pair of shoes, meaning they'll be wearing shoes that are way too small. We want them to feel good about themselves."

This year, over 4,000 students will receive shoes under the program.

"It isn't just about the shoe," Greenwell said. "It's that they feel and know they have the resources to be successful."

Ivory Innovations publishes housing development book

A new book's targeted readership may be small — city managers, mayors, community development professionals, planning commissioners and housing advocates — but its publishers hope it can be a groundbreaking resource for them.

Ivory Innovations, an operating foundation and academic center based at the University of Utah David Eccles School of Business, has published *The Little Book of Low-Cost, High-Impact Housing Solutions*, a free guide that aims to help municipalities across the nation streamline development and tackle the housing crisis. It features practical, implementable recommendations that it says can simplify and accelerate housing development by dramatically reducing time and costs.

Ivory Innovations produced the book in response to the urgent need for cities to rethink development processes that have become increasingly complex, expensive and time-consuming. It features real-world case studies from innovative cities that have demonstrated strategies that have successfully accelerated housing production: Austin, Texas; South Bend, Indiana; Portland, Oregon; Sacramento, California; Minneapolis; and Columbus, Ohio.

"We know how challenging it can be to build housing, but we're extremely encouraged by the many cities that are breaking the mold and stepping up using innovative

approaches that are cutting down on the time it takes to entitle, approve and permit new homes," said Clark Ivory, CEO of Ivory Homes and co-founder of Ivory Innovations. "We're especially impressed by the six cities featured in our case studies who are sharing not only solutions but best practices for how to innovate and lead on housing affordability."

The book identifies six areas that most impact the cost of time in housing development and provides actionable frameworks that cities can implement immediately:

- Streamline approval processes by implementing fast-track reviews, permitting software and third-party reviews.
- Simplify design standards by creating pre-approved architectural plans, reducing parking minimums, garage and other design standards.
- Build infill on existing infrastructure by maximizing current infrastructure capacity for new housing and incentivizing infill.
- Plan for smart density by updating zoning to enable diverse, denser housing types.
- Partner on housing solutions by exploring innovative financing and public-private partnerships.
- Employ new construction methods by leveraging modular and manufactured housing technologies.

"*The Little Book* is an easy-to-read, engaging resource that leverages our experience navigating local development approvals and working with public and private entities to provide cities with proven solutions that can dramatically reduce both the timelines and costs of housing development," Ivory said. "We can no longer wait to see if the housing supply will increase; we must innovate our way out of this emergency now."

"What makes this resource unique is its focus on actionable implementation that municipal departments can immediately put into practice," said Amy Tomasso, director of policy innovation for Ivory Innovations. "From planning departments creating pre-approved architectural plans to city managers establishing public improvement districts, the lessons and case studies in this book provide a roadmap for dramatically improving development processes."

The Little Book includes detailed case studies, municipal action checklists and specific implementation steps that cities can pilot immediately.

"We've seen cities like Austin eliminate site plan reviews, which can add months to review timelines for certain projects," Tomasso said. "In South Bend, the city created a 'Sears catalog' of pre-approved house plans that eliminate discretionary reviews. These aren't the-

oretical concepts; they're proven strategies that cities across the country are using right now to build more homes faster and more affordably."

Key findings highlighted in the book include how delays in development processes inflate costs and often kill projects before they start, with the most highly regulated places experiencing three times longer average delays between application and approval compared to the least regulated areas. The resource emphasizes that "time is money" in housing development, and how cities that understand this relationship are finding innovative ways to reduce friction while maintaining quality and safety standards.

The Little Book of Low-Cost, High-Impact Housing Solutions is available as a free digital download. Hard copies can also be purchased through Ivory Innovations at ivoryinnovations.org/thelittlebook.

Co-founded by Clark and Abby Ivory in 2018, Ivory Innovations has a mission to catalyze high-impact innovations in housing affordability. It bridges research and industry to support cross-sector solutions, provide recognition and funding for groundbreaking ideas, engage a global student population, and contribute directly to the development of affordable housing in Utah.

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Savage family donates \$10M to Huntsman Mental Health Foundation

The family of Utahns Neal and Sherrie Savage have made a donation of \$10 million to the Huntsman Mental Health Foundation, on behalf of their late parents. Gregg Savage, Melissa Layton and Emilee Savage Wright confirmed the donation to the foundation, which raises funds and awareness for the Huntsman Mental Health Institute at the University of Utah, to support youth mental health programs and services.

“With this gift, we want to help as many youth in Utah as possible with their mental health,” Gregg Savage said in a release from the foundation. “We also hope the gift motivates the Utah Legislature to match or exceed the \$10 million we are donating for the children of Utah.”

Neal Savage was a co-founder of the Savage family of companies and an alumnus of the University of Utah, where he played basketball for the Runnin’ Utes and was the drum major of the marching band. Sherrie and Neal both volunteered in the community and were always looking for ways to give back.

“Our parents left a legacy of generosity and giving,” said Gregg Savage. “We hope to continue that legacy through helping the next generation overcome the mental health challenges local families are facing today. We appreciate the Huntsman family’s leadership in this area and the opportunity to partner with them in this effort.”

Nationally, a concerning number of youth are struggling with mental health. The National Alliance on Mental Illness found that 1 in 6 adolescents experience a major depressive episode each year, which translates to 62,000 children and teenagers in Utah struggling with depression. In Utah, 44,000 adolescents have serious suicidal thoughts, and suicide remains the leading cause of death for Utah youth ages 10-17.

The Savage family has seen firsthand how children’s mental health concerns can affect an entire family and are focused on helping ensure youth have access to care and services. Gregg’s son, Ammon, experienced significant mental health challenges and has openly shared more about his experience in a recent documentary.

The family’s gift will help Huntsman Mental Health Institute broaden access to youth mental health care, programs and resources in the coming years. The Savage family members along with Huntsman Mental Health Foundation and Huntsman Mental Health Institute officials will share more specifics on the funds’ use in the coming months.

“From one family to another, we want the Savages to know just how much their gift means to families in Utah who are desperate for more options when their children are struggling,” said Christina Huntsman Durham, CEO, Huntsman



Members of the Savage family are (front row, from left) siblings Melissa Layton, Gregg Savage and Emilee Savage Wright, (back row, from left) Emily Layton, Tammy Savage, Clarissa Savage and Shane Wright. (Photo courtesy Huntsman Mental Health Foundation)

Mental Health Foundation. “Their support will help more of our youth in Utah get the help they need, and we are so grateful to have them join us in this effort.”

Utah plays a nationally leading role in addressing youth mental health challenges because of the work of the Huntsman Mental Health Institute. Some of the youth-focused mental health programs, services and partnerships at Huntsman

Mental Health Institute include:

- Outpatient clinics.
- SafeUT app available to all students, parents and teachers in Utah.
- Day treatment.
- Youth crisis care program.
- Youth residential treatment.

Those interested in contributing to this effort can contact info@hmf.org to learn more.

Trends to expect from vocal biomarker tech in 2026

Vocal biomarker technology uses AI and speech analysis to detect subtle changes in voice (pitch, tone, pauses) from everyday devices, identifying acoustic features linked to health conditions like depression, Parkinson’s, COVID-19 or cognitive decline, offering a non-invasive, scalable way for early screening, monitoring and personalized health management, transforming diagnostics by providing objective data for mental, neurological and respiratory health.

Henry O’Connell, CEO and co-founder of Canary Speech, a software company in Provo, said there are five trends to watch for in that technology this new year.

Vocal biomarker data has come a long way in a short amount of time. No longer relegated to the pages of science fiction, the power of the human voice to assist in diagnoses is an established fact.

Providers already possess technological platforms that make informed care recommendations based on vocal biomarker data. Thanks to advances in artificial intelligence, researchers have identified a wide range of conditions — Parkinson’s, mild cognitive impairment, etc. — that can be detected using vocal biomarkers.

In 2026, those platforms will continue to deliver even more information upon which

doctors can base their care recommendations. Here are five areas in which we can expect to see further developments from vocal biomarker technology in the new year:

More data-rich ambient recordings

Ambient listening tools that record doctor-patient conversations in clinical office settings, such as Microsoft’s Dragon Copilot platform for clinical dictation, have become common. Expect these platforms to expand to include a range of AI enhancements, some of which interact with Epic, to feed even more vocal biomarker data straight into the patient’s EMR/EHR.

The upshot: Doctors will receive even more clinical decision support information on each patient based on their vocal biomarker data — one of many tools they can use to make objective evaluations about a patient’s clinical condition.

More accurate patient pain-scale ratings

Often, today’s patient pain-scale ratings take the form of an ordinal (1-10) scale. Sometimes the methodology is even more crude, such as a series of two-dimensional faces showing increasing levels of discomfort.

In the new year, expect the emergence of vocal biomarkers to allow for more specific and accurate pain-scale assess-

ments — unobtrusively, by analyzing the patient’s voice in conversation with a clinician. The benefit to clinicians is an increased ability to categorize pain quickly and accurately, via objective measurements based on patient outputs, not a subjective one based on a “best guess.”

Enhanced data outputs in video-conference settings

HIPAA-compliant virtual care platforms (Zoom, Microsoft Teams, etc.) will integrate with more vocal biomarker detectors than ever in 2026, enhancing their functionality. Some of the neurocognitive assessments currently available in clinical settings will be available over virtual-care platforms as well. So will the pain-scale ratings as well as anxiety assessments.

The potential for more thorough remote assessments, without the time and hassle of visiting a clinic, could be a game-changer for patients and providers. By making video care platforms a more data-rich environment, patients will have more reasons to utilize virtual care meetings, and providers will glean more from each virtual visit.

More diseases will be able to be detected

Dozens of health care systems are using AI-enhanced tools to tell clinicians when behavioral and cognitive disease might be

present. Expect more diseases (COPD, multiple sclerosis, PTSD, etc.) to be subject to detection in the primary care setting.

In 2026, that will mean earlier warnings for primary care physicians to recommend their patients to a specialist than has ever been possible.

Vocal biomarker screenings for childhood illnesses

ADHD and autism are being diagnosed at higher rates than ever in children. AI-enhanced vocal biomarker screenings can improve the accuracy of these diagnoses.

In the first half of 2026, these tools will be able to assess young people for ADHD and autism through unobtrusive ambient listening between patient and doctor. The result: faster, more accurate diagnoses for more children in more clinics.

Clinicians already have the platforms for AI-assisted vocal biomarker disease detection. The new year will see our existing capabilities expand to include more diseases, and more accurate pain assessments, that touch more patients than ever.

Canary Speech is an AI-powered health tech company that uses real-time vocal biomarkers to screen for mental health and neurological disorders.

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NEWS ROUNDUP

Goldenwest announces \$4 million year-end bonus for members

Goldenwest Credit Union, based in Ogden, has announced the payout of a record-breaking \$4 million to its members through the Golden Rewards Loyalty Bonus program.

The achievement extends a 22-year tradition of rewarding members with a year-end bonus, during which Goldenwest has returned more than \$34 million to its members.

"Taking care of our members is at the core of everything we do," Dan Musgrave, chairman of the board, said in a release. "The Loyalty Bonus is an additional means of rewarding our members for actively engaging with Goldenwest throughout the year. Together, we've built a strong, trusted credit union that continues to grow and succeed because

of our members' loyalty and support."

The Loyalty Bonus will be dispersed via direct deposit into members' high-yield Gold Accounts on Dec. 31. With the Gold Account currently offering an annual percentage yield (APY) of 6 percent, members will begin earning interest on their bonus immediately.

The Gold Account serves as the cornerstone of the Golden Rewards program. The Loyalty Bonus is an annual benefit that distributes funds to each member based on their participation across Goldenwest's wide range of financial services, including deposit accounts, loans, Visa cards and insurance products.

The year-end bonus highlights Goldenwest's strong financial performance in 2025.

Custom Fit program trains nearly 17,000 Utahns, supports state's economic growth

The results are in and by all accounts, the Utah System of Higher Education's (USHE) Custom Fit program is producing its expected outcome.

A report released by the state's Board of Higher Education concludes that there is a strong statewide demand for employer-driven training and for continuing the partnership between Utah businesses and USHE colleges.

Now in its 41st year, Custom Fit has provided flexible, jointly funded training to Utah employers, helping companies upskill their workforce and adapt to industry needs. During fiscal 2025, the program delivered more than 451,161 hours of customized training to 16,673 employees at 1,847 companies, helping companies strengthen and retain their workforces.

"Custom Fit remains a key part of Utah's approach to developing a skilled workforce," said Aaron Skonnard, Utah Board of Higher Education member. "The Custom Fit program reflects the strong partnership between employers and our colleges, and these results demonstrate how meaningful, targeted training helps businesses stay competitive while supporting Utah's long-term economic growth."

The reports found that training continued to align with Utah's highest-demand sectors, with strong activity in construction, advanced manufacturing and life sciences. The program also saw renewed engagement from businesses across the state, with more than half of participating companies accessing Custom Fit training for the first time in at least three years. Additionally, more than one-third of all training supported industry certification or licensure.

According to the USHE study, Utah employers contributed \$6.1 million toward training costs, underscoring their continued investment in upskilling and employee retention. The state contributed an additional \$6.3 million to support training statewide, helping companies of all sizes remain competitive in rapidly evolving industries.

Small businesses made up most of the Utah companies that served and received substantial training support, with strong participation from hundreds of rural and women-owned businesses.

The annual report of the Custom Fit program can be seen at https://ushe.edu/wp-content/uploads/pdf/reports/2025/Custom_Fit_Annual_Report.pdf.

Any Hour Group buys Lee's Plumbing

Any Hour Group LLC, a home services company in Orem, is acquiring Lee's Plumbing, a provider of residential HVAC and plumbing services.

Lee's Plumbing is headquartered in Hyde Park and serves homeowners in northern Utah and southern Idaho.

Terms of the transaction were not disclosed.

Founded in 1961, Any Hour offers a full suite of HVAC, plumbing and electrical services. In July 2021, Any Hour partnered with Knox Lane, a San Francisco-based private equity firm, to finance its growth.

Lee Draper will continue to lead the Lee's Plumbing under the existing brand, ensuring continuity and consistency for customers and employees, Any Hour said in its announcement.

"We are excited to welcome the entire Lee's Plumbing team to the AHG family," said Mike Irby, CEO of Any Hour. "The

company has a reputation for outstanding customer service and quality, driven by its passionate employees. Lee's Plumbing is a natural fit with AHG and will strengthen our network in Northern Utah and southern Idaho. We look forward to seeing what we can achieve together."

"I am pleased to announce that Lee's Plumbing will be joining the AHG family," said Draper. "It was very important to me to find a company to partner with that has a lot to offer to our most important asset, our people. AHG provides competitive benefits programs, the ability to be a shareholder, and a greater opportunity for advancement for all employees. I am lucky to be surrounded by such a fantastic team and am thrilled to see what we can do with the support and resources of AHG."

Any Hour Group operates a family of local brands spanning more than 25 locations across 10 states.

Motorola Solutions buys SLC's Blue Eye

Chicago-based Motorola Solutions, a 2011 spinoff of Motorola Inc. that provides safety and security service and products, has acquired Salt Lake City's Blue Eye.

Blue Eye provides comprehensive remote video monitoring (RVM) services powered by AI to help detect threats in real time, enabling live voice "talk-downs" to deter crime and provide verified alerts to help accelerate law enforcement response. The company's software platform is interoperable with leading cameras and video management systems (VMS), allowing enterprises to integrate with existing security solutions.

RVM services are managed by 24-hour security operations centers that provide businesses with enhanced situational awareness and includes reporting analytics that highlight activity trends.

"Blue Eye's purpose is to deliver proactive, real-time security and business optimization. Joining Motorola Solutions allows us to accelerate this mission," said

Steve Jackson, CEO of Blue Eye. "Motorola Solutions' global scale and deep AI expertise will help expand our reach, advance our solutions and deepen our impact on enterprise security."

"Security professionals know that the challenge isn't solely identifying the threat; it's about moving from detection to action in a matter of seconds," said Mahesh Saptharishi, executive vice president and chief technology officer at Motorola Solutions. "The acquisition of Blue Eye is a key component of our strategic focus to provide a single, tightly integrated workflow that seamlessly connects threat detection, verification and response."

Motorola Solutions plans to integrate its advanced AI capabilities into Blue Eye's RVM platform, further differentiating that technology. It also plans to expand Blue Eye's reach across key enterprise sectors through Motorola Solutions' channel partner network.

Terms of the transaction were not disclosed.

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

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ASSOCIATIONS

• **BioUtah**, a trade association serving the state's life sciences community, has announced **Erin Barry** as its new board chair and **Andrew Hemmert** as vice chair, effective Jan. 1. Immediate past chair is **Mark Paul**, executive director of the University of Utah Center for Medical Innovation. Paul remains on the board and will also serve as a member of the executive committee. Barry is vice president of government affairs for Merit Medical Systems. She oversees all the company's local, state and federal government relations in jurisdictions in which the company has manufacturing facilities or sales offices. She also directs all state and federal lobbying efforts on key issues. Prior to joining Merit in 2015, Barry was deputy director of government affairs for the National Air Traffic Controllers. Before that, she was vice president of government affairs for technology startup Unspam. Hemmert is senior vice president of molecular research and development for bioMérieux, leading global teams focused on the creation of easy-to-use, rapid and comprehensive molecular diagnostics. Hemmert is also an active contributor to the scientific community through multiple publications, grants and patents. New



Erin Barry



Andrew Hemmert



Mark Paul



Jim Fitzgerald



Dr. Tracy George



Chris Lowe

BioUtah board members are **Jim Fitzgerald**, CEO of ATL Technology; **Dr. Tracy George**, chief scientific officer and president of the Innovation Business Unit at ARUP Laboratories; and **Chris Lowe**, CEO of Nusano. Fitzgerald joined ATL Technology as CEO in March 2025 and has more than 15 years of executive leadership experience at sponsor-owned medical device and packaging companies. Previous roles include CEO and senior leadership positions at Flexan, MRP Solutions, ITxM, Vesta and Cardinal Health. George is also a professor of pathology at the Spencer Fox Eccles School of Medicine at the University of Utah. George is board-certified in anatomic pathology, clinical pathology and hematology by the American Board of Pathology. She has extensive experience in laboratory diagnostics and clinical trials at ARUP. Lowe has more than 30 years' experience, the past 20 of which have been in C-suite and executive-level roles in health care and finance. He has expertise in licensing, financing and acquisitions. Prior to Nusano, Lowe served as chief financial officer and chief operating officer of Cortexyme Inc., a biotech company focused on Alzheimer's and neurodegenerative diseases. BioUtah noted that two board members have completed their terms of service: **Jay Muse**, president and CEO of Piper Access, and **Michael Olson**, corporate banking port-

folio manager at Zions Bank. **Dr. Myles Greenberg**, who has served on the executive committee as immediate past chair, will remain a board member but conclude his service on the executive committee.

• The **Park City Chamber & Visitors Bureau** has hired **John Kennedy** as national sales manager for the West. Kennedy has over 15 years of experience in the hospitality industry, including eight years at Hyatt in Park City.



John Kennedy

BANKING

• **Bank of Utah**, based in Ogden, has announced the retirement of two longtime leaders: **Frank Browning** and **Jon Browning**.



Frank Browning



Jon Browning

The brothers will step down from their day-to-day roles at year-end but both will continue to serve on the bank's board of directors in their current capacities. Both have been with Bank of Utah for about 50 years. Frank Browning's career took him through nearly every department of the bank and his service as chairman has been marked by financial expertise, strategic insight and deep respect for the people he leads. He also has decades of community service as a Boy Scout leader and serving on several boards with connections to education, the arts, health care and community development. He also has contributed to the banking industry through roles with the American Bankers Association and Utah Bankers Association. Jon Browning began working

for the bank as a senior in high school, delivering cash and coins to branches across Northern Utah. After serving a mission, he returned as a teller while attending Weber State University, where he earned a bachelor's degree in business administration with a minor in economics. He worked in several departments throughout his career, including Collections and Audit, before becoming the bank's appraiser. He held that position for more than 25 years, managing the internal appraisal department and its outside partners. For more than 20 years, he has also served as secretary to the board of directors, a role he will continue. Jon Browning's service also includes volunteering for many years with YCC Family Crisis Center, serving as secretary, treasurer, board president and a member of the finance committee. He has also been active in church service and Scouts.

GOVERNMENT

• **Gov. Spencer Cox** has appointed **Judd Cook** to serve on the **Governor's Office of Economic Opportunity** board, and his appointment was confirmed by the Utah Senate. Cook is vice president and general manager of Enbridge Gas. He has nearly 28 years of experience in energy delivery and infrastructure reliability. He began his career with Questar Gas, now part of Dominion Energy's western gas distribution system, in 1997 and has since held leadership roles in operations, strategic planning, regulatory affairs and system reliability across the western U.S. He now oversees natural gas operations serving more than 1.2 million customers in Utah, Wyoming and Idaho. The GOEO board includes up to nine members appointed by the governor to four-year terms.



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Preventing nurse burnout by detecting patient aggression

Patient aggression in the hospital is a growing problem. Among nurses and other staff, violent or abusive behaviors have been linked to burnout and PTSD — two of the many reasons nurses have left the medical profession in recent years by the thousands. Preventing aggressive behavior before it can begin is perhaps the most effective, and elusive, strategy for reversing the trend.

Here's a closer look at the problem of patient aggression, and an emerging tool that builds on technology already in use in clinical settings.

Aggression in hospitals: a growing problem

The increase in aggressive behavior toward hospital staff — mostly nurses, but also other caregivers — has been well documented.

A 2023 survey conducted by the National Nurses United (NNU) showed nearly half of nurses (45.5 percent) reported an increase in workplace violence in the previous year. Another study published in April revealed more than 138,000 nurses have left the workforce since 2022; more than 41 percent cited stress and burnout as the root causes. Psychiatric nurses and ER staff are particularly subject to the dangers of patient aggression.

Despite awareness of the problem, and de-escalation tactics that have arisen in



Dr. Kang Hsu Jr.

response, 43 percent of nurses surveyed in 2023 reported experiencing abuse or violence in the workplace in the previous year. Patients are not the only perpetrators of aggressive behav-

iors, but eliminating or at least reducing it would improve clinicians' working conditions dramatically.

The limits of today's solutions

Many nurses have been trained on de-escalation methods, but these have their limits. The data tells the story. If today's de-escalation methods were sufficient, violence toward clinical staff would not be on the rise.

Sometimes, a nurse trained on de-escalation might not be aware of an incident in time to de-escalate it. If a patient is being aggressive with another patient in the same room, for example, by the time a staff member arrives it's too late. Even if no one shares the room with the aggressive patient, de-escalation gets more challenging as time passes, increasing the likelihood of a violent or abusive incident when a clinician walks in.

Nurses are often the first line of defense when patient behavior turns aggressive,

but that doesn't mean they are the best equipped to handle the situation. Unfortunately, many hospitals and health systems lack the money to pay for additional staff, security personnel and monitoring tools that would reduce the burden and risk to nurses. Still, many health systems haven't established adequate workflows to deal with an employee being attacked or abused on-site.

The power of vocal biomarkers

The human voice is a rich source of data. More than 2,500 distinct speech features have been identified, and are able to be instantly analyzed by today's digital tools via ambient listening.

AI-based vocal biomarker analysis is already being used in a variety of clinical settings to detect signs of behavioral and cognitive conditions. These same platforms can be applied to detect aggression. How?

Imagine a nurse is making their rounds, bringing medicine to patients. If one patient has been speaking aggressively — to another patient in the same room, into a cell phone, etc. — the same ambient listening tools used to record a doctor-patient conversation can detect aggression in the patient's voice. Depending on the algorithm's settings, it can alert support staff, security or other personnel to de-escalate the situation prior to the nurse's arrival.

Currently that same nurse might have little to no clue if a patient is talking aggressively, or using violent or abusive language, before they walk into a room. By the time they arrive, it might be too late to de-escalate.

Imagine also the patient who becomes aggressive while talking to a nurse in their room. Currently, calling for security is a multi-step process for that nurse. An algorithm that detects aggression in the patient's voice can save precious time, signaling for security while the nurse does nothing more than talk to the patient.

The vocal biomarker detection technology needed to identify aggressive speech already exists. So too does the kind of AI-based ambient listening platforms needed to process that data in real time. Now it's just a matter of applying it in high-risk settings to prevent incidents before they arise. As violent behavior threatens nurses' well-being and continues to lead to attrition, the time is right to deploy the technology.

Dr. Kang Hsu Jr. is the chief medical officer (CMO) of Canary Speech. He oversees Canary Speech's clinical direction; supports product development; and works closely with strategic partners, including Mayo Clinic, Microsoft, Samsung, LG NOVA, and major health systems.

Green Dot being acquired by Alabama banking company

Green Dot Corp., a Provo-based financial technology platform and registered bank holding company, has announced it has entered into agreements to be acquired by Smith Ventures, a Birmingham, Alabama-based private equity firm, and CommerceOne Financial Corp., a full-service commercial and private bank also headquartered in Birmingham.

Smith Ventures will acquire and privatize Green Dot's non-bank financial technology business assets and operations, which will continue running as an independent and growth-focused fintech and embedded finance company. CommerceOne will acquire Green Dot Bank and its associated assets and operations, and together, they will become a new publicly traded bank holding company that serves as the fintech's exclusive issuing bank.

The enterprise value of the transaction is estimated at between \$850 million and \$1.1 billion.

Under the terms of the transactions, each share of Green Dot stock will be exchanged for \$8.11 in cash and 0.2215 shares of a new publicly traded bank hold-

ing company that will own CommerceOne's existing business, including CommerceOne Bank, and Green Dot Bank. Former Green Dot shareholders will own approximately 72 percent of the new bank holding company, and former CommerceOne shareholders will own approximately 28 percent of the company.

Smith Ventures will then acquire Green Dot's non-bank financial technology business assets and operations from CommerceOne for \$690 million in an all-cash transaction. Of that purchase price, \$470 million will be distributed to Green Dot shareholders, while \$155 million will be invested into the bank to provide additional regulatory capital and liquidity. Approximately \$65 million will be used to pay off current indebtedness.

The fintech and the combined bank holding company will enter into a seven-year commercial relationship pursuant to which the bank holding company will serve as the exclusive bank sponsor for the fintech's digital banking and embedded finance platform, with opportunity to grow market share and serve as sponsor

bank to other partners going forward.

"This marks an exciting milestone for Green Dot and presents tremendous opportunity for the business and its shareholders, customers and employees," said William I. Jacobs, chairman of the board and interim CEO of Green Dot. "Through these transactions, management can focus on unlocking and maximizing the potential of the fintech business and take a more focused approach to reinforcing, sustaining and growing the bank. We look forward to sharing more on our plans and progress in the near future."

Founded in 2017, Smith Ventures specializes in identifying, investing in and growing high-potential businesses. With deep expertise across financial services and consumer technology, the company has a proven track record of success in driving long-term growth and delivering exceptional customer experiences.

"This is a pivotal step for Green Dot and CommerceOne, bringing together a world-class embedded finance leader and a well-capitalized, trusted bank," said Bill Smith, CEO of Smith Ventures and

a founding member of CommerceOne Financial's board of directors. "With these transactions, we will drive sustainable value creation for all stakeholders. Combining Green Dot's payments expertise and CommerceOne's financial strength, we will be well positioned to deliver exceptional experiences for customers, partners and employees."

CommerceOne Financial is the parent company of CommerceOne Bank, which combines relationship-driven banking with modern technology to meet the needs of commercial and private clients across the Southeast. The bank focuses on strategic growth, maintaining strong asset quality and operational efficiency while expanding its market presence and product offerings.

"I believe this is an ideal complement to CommerceOne's value proposition and vision for our future, which are centered on trust and exceptional client experiences — critical components to building a diversified, sustainable, growth-enabled banking model," said Kenneth Till, CEO of CommerceOne Financial Corp.

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INDUSTRY BRIEFS

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

ECONOMIC INDICATORS

- **Kringle's Midway**, in the town of Midway, has the top "Christmassy" store in Utah, followed by **Modern Display** in Murray, according to a survey of shoppers by financial media company **MarketBeat**. Among surveyed Utahns, 41 selected price as their top priority, and 15 percent said the atmosphere and vibes matter most, even outranking convenience. Details are at <https://www.marketbeat.com/originals/the-most-festive-christmas-stores-in-the-us/>.

- **Utah** saw its **agricultural exports to China** fall by \$68.7 million between January and August of this year, according to a new analysis from **Farm Flavor**, a company that provides news and information about the agriculture industry, which used the latest U.S. Department of Agriculture Foreign Agricultural Service data. Exports in that period this year totaled \$148.5 million, down from nearly \$217.3 million from the same period in 2024, a 31.6 percent decrease that represents the 15th-largest decline of any state. The most negatively impacted products were beef and beef products, with shipments falling 49 percent year over year. For the full U.S., agricultural exports to China fell 54 percent year over year, amounting to a \$7.4 billion loss. In the 2024 period, China imported \$24.4 billion in U.S. agricultural products, or nearly 14 percent of total U.S. agricultural exports, making it the U.S.'s largest agricultural trade partner outside North America. Louisiana experienced the greatest absolute decline, with agricultural exports to China down \$1.85 billion. Michigan led states that saw gains, at \$11.3 million. Details are at <https://farmflavor.com/farm/trade-war-impact-on-us-agriculture/>.

- A total of 67,514 **Utahns** will be spending **Christmas alone** this year, according to a poll of adults by **A Mission for Michael**. That makes Utah the eighth- loneliest state at Christmas. The findings indicate that nationally, 14 million Americans will be alone during the holiday. The smallest figure among states is 45,424 in Wisconsin. Details are at <https://amfm-treatment.com/blog/silent-nights-millions-will-spend-the-holidays-alone-in-2025-finds-study/>.

- **Utah** reported 204 outbreaks of **norovirus** (often referred to as the "winter vomiting bug") over the past decade, accounting for 1 percent of all U.S. outbreaks and placing it No. 28 among all states and the District of Columbia, according to a study by **Trace One**, a PLM and regulatory compliance software company for the food and beverage sector. It used 10 years of Centers for Disease Control and Prevention National Outbreak Reporting System data to map where norovirus outbreaks are most common. Utah outbreaks led to 5,317 reported illnesses, representing 0.9 percent of the national total. When adjusted for population, Utah experienced 58.2 outbreaks per 1 million residents, a rate that signals a moderate level of risk compared to other states. Utah also recorded 1,518 illnesses per 1 million residents. For comparison, over the past decade, Wisconsin alone reported 1,739 outbreaks, representing 8.3 percent of the national total. The fewest were in South Dakota, Oklahoma and Arkansas, with each reporting fewer than 15 outbreaks during the period. Details are at <https://www.traceone.com/resources/plm-compliance-blog/where-norovirus-outbreaks-are-most-common>.

- Seventy-six percent of Americans

have **tried to lose weight** in the past year and fewer than a third kept it off, according to a national survey by **Shed**, a Salt Lake City-based health and wellness brand. The study determined that 29 percent of Americans skipped eating for 24-plus hours, with rates even higher among Gen Z. Fifty-one percent did calorie tracking, and 45 percent did intermittent fasting. Thirty-three percent of Americans say friends and family most influenced their interest in GLP-1s, which is more than fast results, medical advice or social media. Millennials are the biggest spenders, with 1 in 3 spending over \$500 annually on weight-loss efforts.

- **Glass baubles** are the top cause of **festive injuries in Utah households** during the holiday season, according to a study by **Bisnar Chase**. They are responsible for 50 percent of decoration-related injuries in the state. Glass baubles were followed by falling Christmas trees (29 percent) and shocks or burns from string lights (15 percent). Seventeen percent of Utah households have reported at least one injury caused by Christmas decorations. When asked which decoration they underestimate the danger of, respondents most commonly pointed to overloaded outlets and extension cords (33 percent). Other risks include real trees drying out (fire risk), 18 percent; glass ornaments, 16 percent; and indoor string lights, 13 percent. Details are at <https://www.bestattorney.com/dangerous-holiday-decorations/>.

EVENTS

- **Gov. Spencer Cox** and **former U.S. Sen. Kyrsten Sinema** have been announced as keynote presenters at the **Utah Economic Outlook and Public Policy Summit** taking place Jan. 16, 7 a.m.-noon, at the Grand America Hotel in Salt Lake City. They will discuss policies and partnerships that will shape the economic future of Utah and the U.S. The summit is presented by the Kem C. Gardner Policy Institute at the University of Utah, Salt Lake Chamber and Utah Chamber. Sinema is president and CEO of the Arizona Business Roundtable, senior advisor at Hogan Lovells and a member of Coinbase's Advisory Council. The other keynote speaker is Tim Shriver, who will discuss "The Business Case for Dignity." Shriver is an author, Impact Scholar at the University of Utah, chairman of Special Olympics International, co-creator of the Dignity Index, and founder and CEO of Project UNITE Inc. Details about the event are at slchamber.com.

- **Silicon Slopes** and **Visit Salt Lake** will present the technology gathering **Summit 2026** on Feb. 4-7 at the Salt Palace Convention Center in Salt Lake City. It will feature keynotes from leaders in innovation, AI, frontier technology, funding and human performance; conversations that bring tech, sport, film and creativity onto the same stage; immersive labs; VIP deep-dive salons at Edison House; and a "Winter Roundup" celebration. The early-bird cost is \$299 for a general attendee, \$249 for locals, with other options available. Details are at <https://www.visitsaltlake.com/summit/>.

NONPROFITS

- **Our Rescue**, a global nonprofit organization, has been awarded a \$75,000 grant from the **Foxwynd Foundation** to advance its mission to end sex trafficking and child exploitation, by supporting the Riverside County Internet Crimes Against Children Task Force, which conducts proactive and reactive investigations, provides education and prevention resources, and collaborates

with state and federal partners to protect children across Southern California. This grant will support Our Rescue's regional operational program by enhancing digital forensic resources, investigative technology, and law enforcement training programs within the ICAC team, to identify and apprehend perpetrators of online child exploitation. Our Rescue is a global nonprofit organization that supports law enforcement and community partners worldwide in their mission to end sex trafficking and child exploitation. It was founded in 2013 in Salt Lake City, where it maintains a presence.

PARTNERSHIPS

- **AlSCO Uniforms**, a Salt Lake City-based uniform, linen and facility services provider, has announced an official mop crew partnership with the **Toronto Raptors** of the NBA for this season. Financial terms were not disclosed. With this partnership, AlSCO Uniforms now has six official mop crew sponsorships in the NBA, including with the Utah Jazz. As part of the partnership, the AlSCO Uniforms logo will be featured on the Raptors' mop crew uniforms and it also will provide the mops that will keep the court clean and safe during Raptors home games. In addition to supporting Scotiabank Arena, AlSCO Uniforms provides rental laundry and facility services to businesses across Toronto and Canada. AlSCO has more than 200 locations and 16,000 employees that provide laundry services and other services and products to over 350,000 customers in 13 countries.

PHILANTHROPY

- **Bank of Utah, Arctic Circle** and **Red Hanger** recently finished their annual "Warm Bodies, Warm Souls" warm-clothing drive. A total of 561 bags of clothing and \$10,040 in donations were delivered to 15 charities statewide. The items were gathered at 73 collection sites. Recipient charities are **Bountiful Community Pantry, Cache Community Food Pantry, Cache Valley Humanitarian Center, Catholic Community Services** (Joyce Hansen Hall Food Bank), **Community Action Services and Food Bank/Food and Care Coalition, Crossroads Urban Center, Heber Valley Center Stage/Christian Center** of Park City, **Switchpoint, the Family Support Center, the Lantern House, the Pamela Atkinson Resource Center, Tremonton Community Pantry, United Way of Eastern Utah, Utah Foster Care** in Vernal, and **Youth Futures**. Bank of Utah launched the Warm Bodies, Warm Souls coat drive in 2011 and in 2014, Arctic Circle Restaurants and its foundation, Arctic Cares, joined the initiative. Red Hanger became a partner five years ago. Several local businesses joined the effort this year, including **Great Dane Transportation** and **Gandy Dancer Mercantile**, which collected items and dropped them off at donation sites.

RECOGNITIONS

- The **Association of Chamber of Commerce Executives** has named **Tara Baucom** to the **ACCE 2025 "40 Under 40"** list. Baucom is director of events and programs at the Salt Lake Chamber. The annual recognition program showcases 40 of the industry's top emerging leaders who have demonstrated success in their careers and made significant contributions to the communities they serve. The list includes CEOs and staff professionals from a wide variety of roles and chamber sizes. ACCE has over 1,600

chambers of commerce and related business and economic development organizations as members, representing more than 9,000 professionals in the industry. Baucom was nominated by Salt Lake Chamber's COO, Heidi Walker. Since joining the Salt Lake Chamber in 2016, Baucom has planned and executed a range of events and programs, including Giant in Our City, Women & Business Conference and Athena Awards Luncheon, Utah Economic Outlook & Public Policy Summit and Leadership Utah, among many others. She also oversees the following committees: President's Ambassadors, Military Affairs and Business Women's Forum.

- **Americans for Prosperity-Utah** recently presented **Utah Rep. Ryan Wilcox** (R-Ogden) with its "Legislator of the Year" award at its third annual Prosperity Elevated Gala for his leadership in deregulatory efforts during the 2025 legislative session. Wilcox sponsored HB474, implementing a legislative check on expensive regulations from the state bureaucracy and restoring the balance of power in the state government, it said. AFP recruits and unites Utahns behind a common goal of advancing policies that will help people improve their lives.

- **Packsize**, a Salt Lake City-based company producing sustainable, right-sized, on-demand packaging, has won five industry awards for its business acumen and automated packaging machines. The awards include triple recognition from the **2025 Packaging Gateway Excellence Awards** in the following categories: Innovation Award-High-Throughput Automation, honoring the company's engineering and system integration work to deliver right-sized packaging solutions that meet the needs of today's warehouse environments; M&A Award-Portfolio Consolidation, recognizing the strategic value of uniting Packsize and Sparck Technologies, which brings Sparck's platforms together with Packsize's automated packaging solutions to give customers a single global partner for right-sized automation; and Environmental Award-Low-Carbon Localization, highlighting the company's dedication to decarbonizing packaging supply chains through nearshoring and circular practices. Packsize is also the recipient of the **2025 Material Handling Product News Awards' Readers' Choice Product** of the Year for the Packsize X6 and the Editor's Choice Award for the Packsize X5 Nozomi. Those products address industry challenges and create opportunities to better serve the needs of Packsize customers with greater automation and new capabilities.

RETAIL

- **Smith's Food & Drug** has opened a marketplace at 2483 N. Main St., Tooele. It is the 58th Smith's in Utah. The 123,000-square-foot store offers fresh produce, local products and organic options, including sushi and Starbucks Coffee cafe, salads and sandwiches, hot/cold chicken, fresh seafood, Boar's Head Meats and Murray's Cheese. The new store also has a floral department, household goods, drive-through pharmacy and online grocery pickup. The on-site Smith's Fuel Center has nine dispensing stations (18 pumps), with four stations configured to cater to large recreational vehicles and boats. The \$36 million Smith's store was built by **R&O Construction** and anchors the new shopping center The Peak at Compass Point being co-developed by **Perry Commercial Utah**.

CALENDAR

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

Jan. 7, 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.

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

"Sweets & Strategies," a Women's Business Center of Utah event. Location is Roots Coffee, 774 S. 300 W., Salt Lake City. Free. Details are at wbcutah.org.

Jan. 9, 8-10 a.m.

"First Fridays Speed Networking," presented by the West Jordan and South Jordan chambers of commerce. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Details are at sj-chamber.org.

Jan. 14, 11:30 a.m.-1 p.m.

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

Jan. 14, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location to be announced. Free for members and first-time guests, \$35 for nonmembers. Details to be announced at ogdenweberchamber.com.

Jan. 15, 7 a.m.-3 p.m.

"What's Up Down South" Southern Utah Economic Summit, aimed at providing business and community leaders with the latest economic insights for planning in the year ahead. The summit includes keynote speakers, skill-based workshops and networking opportunities. Location is Dixie Convention Center, 1835 S. Convention Center Drive, St. George. Cost is \$200. Details are at <https://whatsupdownsouth.org/>.

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

Annual Meeting/January Luncheon, a Davis Chamber of Commerce event. Location to be announced. Cost is \$25 for members, \$35 for guests. Details are at davischamberofcommerce.com.

Jan. 16, 7:30 a.m.-noon

Utah Economic Outlook and Public Policy Summit, presented by the Kem C. Gardner Policy Institute at the University of Utah, Salt Lake Chamber and Utah Chamber and focusing on economic forecasting and public policy. Keynote speakers Utah Gov. Spencer Cox and former U.S. Sen. Kyrsten Sinema, will discuss policies and partnerships that will shape the economic future of Utah and the U.S. Keynote speaker Tim Shriver will discuss "The Business Case for Dignity." Shriver is an author, Impact Scholar at the University of Utah, chairman of Special Olympics International, co-creator of the Dignity Index, and founder and CEO of Project UNITE Inc. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$125 for members and \$155 for nonmembers until Jan. 7, \$150

for members and \$200 for nonmembers thereafter. Details are at slchamber.com.

Jan. 16, 8:30-10 a.m.

"Friday Connections," a multi-chamber networking event. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$5 for members, \$10 for nonmembers. Details are at chamberwest.com.

Jan. 20, 9 a.m.-2 p.m.

"AI in Ecom," a Commerce Catalyst event with the theme "How AI is Changing Search, CX, Content Creation and Acquisition." Event includes keynotes, breakout sessions with industry experts, and networking. Speakers include Stephanie Hileman from 1-800-Contacts, Jon Ricketts from Ekom.ai, and Nate Larkin from Gladly.ai. Location is Anata Inc., 1657 N. State St., Lehi. Cost is \$35. Details are at <https://ticketspotapp.com/e/kj3mw>.

Jan. 21, 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.

Jan. 26, 9 a.m.-2 p.m.

The Point Classic Pickleball Tournament, hosted by The Picklr and the Point of the Mountain Chamber of Commerce. Location is The Picklr, 629 Saratoga Road, Building 2, Saratoga Springs. Cost is \$90 per team. Details are at thepointchamber.com.

Jan. 27, 11 a.m.-1 p.m.

Business Women's Forum 2026: "The Support Exchange: Rewriting the Rules of Success by Giving and Receiving." Speaker Seantae Jackson, public speaker, nonprofit founder and medical trauma survivor, will discuss how women can transform their careers and communities through intentional cycles of giving and receiving. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$40 for members and \$60 for nonmembers through Jan. 20, \$50 for members and \$70 for nonmembers thereafter.

Jan. 27, 11:15 a.m.-1 p.m.

Women in Business, a South Valley Chamber of Commerce event. Cost is \$23 for members, \$35 for nonmembers. Details to be announced at southvalleychamber.com.

Jan. 28, 11:30 a.m.-1 p.m.

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

Jan. 28, 11:30 a.m.-12:30 p.m.

"Leadership Levers: Driving Women's Career Progress," a Utah Women & Leadership Project event that takes place online. Details are at <https://www.usu.edu/uwlp/calendar/>.

Feb. 4-7

Summit 2026, presented by Silicon Slopes and Visit Salt Lake. Theme is "Innovation Doesn't Slow Down." Event includes keynote presentations, cross-in-

dustry conversations, hands-on labs and more. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Early-bird pricing starts at \$299. Details are at <https://www.visitsaltlake.com/summit/>.

Feb. 4, 11 a.m.-2:30 p.m.

"Utah Business of Health Event," hosted in partnership with the Utah Worksite Wellness Council, Get Healthy Utah and Utah Community Builders. Theme is "Back to What Matters: Building Stronger People, Workplaces & Communities." Location is Zions Bancorporation Technology Center, 7860 S. Bingham Junction Blvd., Midvale. Cost is \$35. Details are at <https://utahworksitewellness.org/events/utah-business-of-health-event-attendees-2/>.

Feb. 4, 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.

Feb. 5, 9-10:30 a.m.

"Sweets & Strategies," a Women's Business Center of Utah event. Location is Roots Coffee, 774 S. 300 W., Salt Lake City. Free. Details are at wbcutah.org.

Feb. 6, 8-10 a.m.

"First Fridays Speed Networking," presented by the West Jordan and South Jordan chambers of commerce. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Details are at sj-chamber.org.

Feb. 9, 11:30 a.m.-12:30 p.m.

"Women Leading Behind the Walls: Leadership in Utah's Correctional Facilities," a Utah Women & Leadership Project event that takes place online and features Sharon D'Amico and Kristin Keisel, two wardens leading correctional facilities in Utah. Details are at <https://www.usu.edu/uwlp/calendar/>.

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


2026 Economic Summit, a Davis Chamber of Commerce event. Speakers are Michael Jeanfreau, senior economist, Utah Department of Workforce Services; and Tim Mahedy, founder and chief economist, Access/Macro. Location is Davis Tech Allied Health Building, 435 Simmons Way, Kaysville. Cost is \$35 for members, \$50 for nonmembers. Details are at davischamberofcommerce.com.

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

"State of the Chamber" Luncheon, a South Valley Chamber of Commerce event that will feature highlights of the chamber's key achievements from 2025 and its vision for advancing business success and strengthening the South Valley economy in 2026 and beyond. Location is Salt Lake Community College, Miller Campus, Karen Gail Miller Conference Center, Building 2, 9750 S. 300 W., Sandy. Details are at southvalleychamber.com.

Feb. 11, 11:30 a.m.-12:30 p.m.


"Leadership in Times of Grief & Crisis," a Utah Women & Leadership Project event that takes place online and features Astrid S. Tuminez, president of Utah Valley University. Details are at <https://www.usu.edu/uwlp/calendar/>.



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SLC-based Diversify acquires Boston's Harding Financial

Diversify, a wealth management platform based in Salt Lake City, has announced the acquisition of Harding Financial & Insurance, a Boston-based team of five advisors overseeing \$650 million in assets.

The acquisition follows Diversify's recent acquisitions of Boston Wealth Advisory Group, a \$170 million firm, and the \$450 million Inventa Wealth Advisors of Salt Lake City.

Harding Financial & Insurance is led by Ben and Kim Harding, who spent over two decades with New York Life and Eagle Strategies. They are joined by Rob Doherty, Matt Angel and Chris Donovan on Harding's advisory team.

"We have spent over a year searching out the best fit for what we refer to as 'Harding Financial 2.0,'" said Ben Harding. "Taking care of our clients remains our top priority and we felt that Diversify provided us with the independence, resources and personal touch that will allow us to continue to serve our loyal clients."

"This is a very experienced team of advisors, who have built an amazing business," said Ryan Smith, CEO of Diversify.

"They were understandably very methodical in their decision-making process, and we could not be more excited to welcome them to the Diversify family."

The deal was led by Eric Edson, founder of Practice Solutions, a consulting and recruiting firm of Irvine, California.

"Having worked with hundreds of advisors, it's especially rewarding to see two such high-quality groups align so naturally," said Edson. "Teams who join Diversify, stay at Diversify. They have created a culture and commitment that is very much needed in the industry today."

Diversify now oversees approximately \$11.2 billion in assets across its flexible multi-affiliation platform, which includes a 1099 fully independent RIA solution, a W2 RIA channel referred to as the Partner Platform, that provides monetization and equity solutions, and a full-service integrated broker-dealer.

Diversify offers investment advisory services through its Diversify Advisory Services LLC and Diversify Wealth Management LLC. It offers securities through DFIG Investments LLC.

Lehi's Pattern Group buys Czech company

Pattern Group Inc., an online sales accelerator platform based in Lehi, has acquired ROI Hunter of Brno, Czech Republic.

ROI Hunter is a retail media platform that integrates product, marketing and merchandising data, enabling margin-informed, SKU-level advertising decisions across platforms such as Google, Meta and Snap.

"The acquisition strengthens Pattern's position as the world's leading e-commerce accelerator and expands the company's AI-driven advertising capabilities across Meta, Google and Snapchat," said the company in its announcement. "ROI Hunter brings a defensible, SKU-level data moat anchored in API integrations and more than \$1.8 billion in media managed annually, enabling a uniquely granular view of product-level performance."

"We are thrilled to welcome the ROI Hunter team to Pattern," said Dave Wright, co-founder and CEO of Pattern. "Their deep technical expertise and proven track record with global brands and retailers strengthens our ability to expand internationally and deliver product-level, AI-driven performance

across every major advertising channel."

"ROI Hunter has spent years helping brands understand profitability at the most granular level," said Karel Schindler, founder and CEO of ROI Hunter. "By combining our SKU-level data infrastructure with Pattern's AI capabilities, data and marketplace expertise, we can help brands understand the whole story of each product — from discovery on social, to intent on search, to purchase on marketplaces, we can accelerate innovation and help brands accelerate their growth with greater speed, precision and clarity."

Pattern helps build brands on global e-commerce marketplaces leveraging proprietary technology and AI. Utilizing more than 46 trillion data points, machine learning and AI models, Pattern optimizes and automates all levers of e-commerce growth for global brands, including advertising, content management, logistics and fulfillment, pricing, forecasting and customer service. Its clients include Amazon, Walmart.com, Target.com, eBay, Tmall, TikTok Shop, JD and Mercado Libre.

Squire buys St. George-based HintonBurdick

Squire, an accounting firm with offices in Salt Lake City and Orem, has acquired St. George-based accounting company HintonBurdick.

The acquisition becomes effective Jan. 1. Financial details of the transaction were not released.

In addition to its St. George headquarters, HintonBurdick has offices in Cedar City; Richfield; Mesquite, Nevada; and Mesa, Arizona.

"Built on a shared commitment to exceptional client service, deep community roots and forward-thinking leadership, the integration unites two firms that share a vision for growth, innovation and long-term client success across the Intermountain West," Squire said in a statement about the acquisition.

"This partnership represents the best of both worlds," said Jonyce Bullock, CEO of Squire. "HintonBurdick is a well-respected firm with exceptional people and a strong reputation. By coming together, we're not

only expanding our geographic reach, but also deepening our expertise across industries like construction, government, health care and tribal enterprises. Most importantly, this acquisition allows us to provide even greater value to our clients and more opportunities for our people."

"HintonBurdick has always been committed to delivering personalized service and trusted relationships," said Phillip Peine, managing partner at HintonBurdick. "Joining Squire allows us to maintain that same level of client care while giving our team and clients access to expanded resources, specialized expertise and innovative technologies. We're excited about what this partnership means for our clients, our people and the communities we serve."

Squire provides audit, tax and business advisory services to clients nationwide. The firm delivers outsourced CFO and controller support, bookkeeping, payroll, sales tax, transaction support, ERP implementation and technology integration.

PUBLIC NOTICES

ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDITORS

Probate No. 23700305

In the Second District Court, Davis County, State of Utah

IN THE MATTER OF THE ESTATE OF GINAA ZHDILKOV

James D. Hill whose address is 257 South 200 East, Bountiful, Utah 84010 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, Robert W. Hughes, 438 East 200 South, Salt Lake City, Utah 84111; (3) file their written claims with the Clerk of the District Court at 800 West State Street, PO Box 769, Farmington, Utah 84025 in Davis County, or otherwise present their claims as required by Utah law within three months after the date of the first publication of this notice or be forever barred.

DATED this 4th day of December, 2024.

/s/ James D. Hill

/s/ Robert W. Hughes

438 East 200 South
Salt Lake City, Utah 84111
(801) 364-9075

Cellco Partnership and its controlled affiliates doing business as Verizon Wireless (Verizon Wireless) proposes to construct a 35-foot monopole communications structure at the approx. vicinity of 252 South Eagle Ridge Drive, North Salt Lake, Davis County, UT 84054. Lat: [40-50-12.11] Long: [-111-53-8.44]. Public comments regarding potential effects from this site on historic properties may be submitted within 30 days from the date of this publication to: *Trileaf Corp, Alec Nimkoff, a.nimkoff@trileaf.com, 66 South Logan Street, Denver, CO 80209. 203.856.1011.*

NOTICE OF TRUSTEE'S SALE

The following described property will be sold at public auction to the highest bidder, without warranty as to title, possession, liens or encumbrances, payable in lawful money of the United States, at the main entrance of the Second District Court, 800 West State Street, Farmington, UT 84025, on Tuesday, January 13, 2026, at 2:00 p.m., for the purpose of foreclosing a Deed of Trust dated November 21, 2011, executed by DAVID JACKMAN, in favor of ZIONS FIRST NATIONAL BANK, n/k/a ZIONS BANCORPORATION, N.A. d/b/a ZIONS FIRST NATIONAL BANK, as Beneficiary, recorded on November 21, 2011, as Entry No. 2628495, B 5403, P 1457-1476, in the Davis County Recorder's Office, State of Utah, covering real property located in Davis County, State of Utah, and more particularly described as follows: Lot 302, ROLLING HILLS ESTATES SUBDIVISION, PLAT C, according to the Official Plat thereof as recorded in the Office of the Davis County Recorder, State of Utah. TOGETHER WITH all existing or subsequently erected or affixed buildings, improvements and fixtures; all easements, rights of way, and appurtenances; all water, water rights and ditch rights (including stock in utilities with ditch or irrigation rights); and all other rights, royalties, and profits relating to the real property, including without limitation all minerals, oil, gas, geothermal and similar matters.

Tax Parcel No: 07-074-0302

The real property or its address is commonly known as 121 E 1900 N, Centerville, UT 84014. The undersigned disclaims any liability for any error in the street address.

The current Beneficiary of the Deed of Trust is ZIONS FIRST NATIONAL BANK, n/k/a ZIONS BANCORPORATION, N.A. d/b/a ZIONS FIRST NATIONAL BANK.

Bidders must be prepared to tender to the Successor Trustee a \$5,000.00 deposit at the time of the sale with the balance delivered by 12:00 noon the following business day to Trustee's office, located at 230 South 500 East, Suite 300, Salt Lake City, Utah 84102. The deposit must be in the form of a cashier's check, bank official check, or U.S. Postal money order, payable to TraskBritt, P.C. The balance must be in the form of a cashier's check, bank official check, U.S. Postal money order, or by wire transfer, payable to TraskBritt, P.C. In addition, Beneficiary may, pursuant to the Utah Commercial Code, cause any personal property described in the Deed in which Beneficiary was granted a lien, to be sold in connection with the real property.

THIS NOTICE IS AN ATTEMPT TO COLLECT A DEBT, AND ANY INFORMATION OBTAINED WILL BE USED FOR THAT PURPOSE.

DATED the 5th day of December, 2025.

/s/ Glenn R. Bronson

Glenn R. Bronson, Successor Trustee
TraskBritt, P.C.

230 South 500 East, Suite 300
Salt Lake City, UT 84102
(801) 532-1922

Publishing: 12/15/2025, 12/22/2025, 1/5/2026

Cellco Partnership and its controlled affiliates doing business as Verizon Wireless (Verizon Wireless) proposes to construct a 35-foot monopole communications structure at the approx. vicinity of 861 East Eagle Ridge Drive, North Salt Lake, Davis County, UT 84054. Lat: [40-49-56.66] Long: [-111-53-28.84]. Public comments regarding potential effects from this site on historic properties may be submitted within 30 days from the date of this publication to: *Trileaf Corp, Alec Nimkoff, a.nimkoff@trileaf.com, 66 South Logan Street, Denver, CO 80209. 203.856.1011.* Publishing: 12/22/2025

Cellco Partnership and its controlled affiliates doing business as Verizon Wireless (Verizon Wireless) proposes to construct a 35-foot monopole communications structure at the approx. vicinity of 4498 Bountiful Boulevard, Bountiful, Davis County, UT 84010. Lat: [40-50-23.03] Long: [-111-53-1.37]. Public comments regarding potential effects from this site on historic properties may be submitted within 30 days from the date of this publication to: *Trileaf Corp, Alec Nimkoff, a.nimkoff@trileaf.com, 66 South Logan Street, Denver, CO 80209. 203.856.1011.* Publishing: 12/22/2025

ANNOUNCEMENT OF APPOINTMENT AND NOTICE TO CREDITORS

Probate No.
253700729

IN THE
Second Judicial District Court

DAVIS COUNTY
STATE OF UTAH

800 w State St. Farmington, UT 84025

In the matter of the Estate of
THE ESTATE OF BESSIE CHAPMAN

Robert Anthony Chapman

Whose address is 157 South 1700 West, 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 Representatives attorney of record, Brian Edwards and 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 December 16, 2025

/s/ Robert Anthony Chapman

/s/ Brian Edwards

/s/ Taylor Stone

991 Shepard Ln Suite 210, Farmington, UT 84025

NOTICE TO CREDITORS

SETTLORS AND CO-TRUSTEES, JENNY COVEY PITT AND JASON MATTHEW PITT, 245 E. RICKS CREEK CIRCLE, CENTERVILLE, UT 84014, AND CO-TRUSTEES, PRESTON COVEY PITT AND MADISON PURCELL PITT, HEREBY PUBLISH NOTICE THAT THE FOLLOWING ASSET WAS TRANSFERRED INTO A UTAH DOMESTIC ASSET PROTECTION TRUST ON NOVEMBER 14, 2025: PARCEL NO. 02-209-0003 IN DAVIS COUNTY, UTAH. CREDITORS ARE REQUIRED TO PRESENT CLAIMS TO THE ABOVE CO-TRUSTEES WITHIN 120 DAYS FROM THE FIRST PUBLICATION OF THIS NOTICE OR BE FOREVER BARRED. Publishing: 11/28/2025, 12/5/2025, 12/12/2025

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*Promotion is for new members, ages 18 and above only. You must open this account with a Financial Service Representative and mention this promotion for enrollment. Must meet membership requirements and a minimum balance of \$10 must be maintained. Annual Percentage Yield (APY) is based on tier balances. Balances between \$0 - \$999 earn 0.05% APY and balances between \$1000+ earn 0.10% APY. APY is accurate as of 10/01/2025. Account must remain in good standing during eligibility. Eligibility for payouts is limited to 6 months from the primary savings open date. \$50 will be deposited when new account is opened. An additional \$50 will be deposited 6 months after account is opened. Up to \$150 will be deposited in \$50 increments over 3 consecutive months after setting up and maintaining a direct deposit of at least \$1,000 per month. Up to \$150 will be deposited in \$50 increments over 3 consecutive months when the minimum requirement of 25 transactions per month, with a Canyon View Credit Union Visa debit card, credit card or both, are completed. Minimum eligible transaction amount is \$5.00. \$100 will be deposited after an auto loan (subject to credit approval) of at least \$10,000 is completed with Canyon View CU or refinanced with us from another financial institution. Fees could reduce earnings. Cash award is treated as interest and will be reported to the IRS. For more information, and full terms and conditions, go to www.canyonviewcu.com/get500 or contact us at 801-481-8800. Promotion cannot be combined with other new member offers. Offer is subject to change without notice and other restrictions may apply. Federally insured by NCUA.