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OF NOTE



Dogs at the Ballpark

J. Dawgs has opened its newest location in the pavilion behind the centerfield fence at The Ballpark at America First Square, home of the Salt Lake Bees. The new eatery is just one of the newest additions to Downtown Daybreak surrounding the stadium. (Tom Haraldsen/ Salt Lake Business Journal)



The interior of a data center computing room is depicted in this photo from Gensler, the architect and master planner for Kevin O’Leary’s “Wonder Valley” projects, both in Canada and Box Elder County. Similar scenes will be common at the state’s “hyperscale” facility when complete.

40,000+ acre ‘hyperscale’ data center could come to Box Elder County

John Rogers
Salt Lake Business Journal

Imagine a data center project that uses more electricity than the entire state of Utah — one that will gobble up as much as 40,000-plus acres for its massive computing centers and accompanying power generation operation.

Now imagine that colossal installation right here in the Beehive State.

That plan still needs the blessing of the Box Elder County Commission, which kicked a decision on the project down the road at a special meeting last Monday. Although commissioners were largely expected to approve the proposal under pressure from state officials, an overflow crowd, mostly composed of those protesting the

project, convinced the board that further input was warranted.

Commissioners have now set a new meeting on the proposal for May 4 at 4 p.m. at the Box Elder County Fairgrounds Fine Arts Building to accommodate an expected crowd. It was not immediately clear if public comment will be taken at the meeting.

Dubbed the Stratos Project, the “hyperscale” center is a joint development between Utah’s Military Installation Development Authority (MIDA) — which approved the deal with a series of resolutions in April — and developer O’Leary Digital Utah Development Co., with TV personality Kevin O’Leary of ABC-TV’s “Shark Tank” at the helm. O’Leary, who’s known as “Mr. Wonderful” on the popular TV show, will market the project under the name “Wonder Valley.”

“There’s only five hyperscalers in America, OK, so it’s pretty easy to know who they’re negotiating with,” Paul Morris, MIDA’s executive director, told the board in its April meeting. “You can look those up and you know who they’re talking to.”

Amazon, Microsoft and Google are commonly recognized as the country’s top hyperscale data center developers — tech giants that run vast cloud computing networks. Industry experts typically list Meta and Apple in the mix.

The project will be built in rural Box Elder County and will be patterned after O’Leary’s similar project in northwestern Alberta, Canada. Also called “Wonder Valley” (Wonder Valley AI Data Centre), the

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Northwest Quadrant opportunities spelled out by UIPA

Brice Wallace
Salt Lake Business Journal

The Utah Inland Port Authority envisions Salt Lake City’s Northwest Quadrant to be the site of higher-wage jobs in advanced manufacturing and biotech, and have workforce training programs to enable residents to train for future higher-skilled opportunities.

Those are among the opportunities identified in the “preferred scenario” spelled out for the quadrant, following a baseline study of the area undertaken by UIPA in partnership with Salt Lake City. The preferred scenario will guide future investment and policy decisions for the area.

The study evaluates existing conditions within UIPA’s jurisdictional land in northwest Salt Lake City, including transportation, environmental quality, economic opportunity and community health.



An aerial view of Salt Lake City’s Westside, which stands to benefit from development of the Northwest Quadrant of the city. The Utah Inland Port Authority has released a report about the possible future of the area. (Courtesy Utah Inland Port Authority)

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DATA CENTER
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\$70 billion Canadian project is billed as the world’s largest data center installation. That project has begun the construction stage with land acquisition, permitting and water licensing nearing completion. It is being constructed on land transferred from the municipality of Greenview, a largely rural territory similar to a county in the U.S. O’Leary said the Utah project will rival the Canadian one in size.

The Military Installation Development Authority is a Utah state-created economic development authority and political subdivision founded in 2007 to foster development on or near military land to support the military community and create economic growth. MIDA facilitates public-private partnerships, such as the Falcon Hill National Aerospace Research Park at Hill Air Force Base and Deer Valley East Village in Wasatch County.

At a MIDA board meeting late last month, Morris said Stratos will be MIDA’s most ambitious project to date.

“For many years, MIDA itself — this organization — had the No. 1 and No. 2 economic development projects in the state of Utah,” he said. “And what we’re about to talk about is a project that, if you took our

No. 1 and our No. 2 and you added them together and then multiplied them times 10, it will not touch what we’re about to talk about, in opportunity and benefit for the state of Utah.”

Within Box Elder County, the project includes 40,000 acres of privately owned land (landowners have already agreed to usage of their property), 1,200 acres of military and state-owned land and part of the Utah Test and Training Range, according to documents released by the MIDA. The agency also said that Hill Air Force Base, Falcon Hill and over two dozen sites around the state will be “associated with” the Stratos Project.

Project documents indicate that Phase 1 of Wonder Valley will generate about 3 gigawatts of energy, and when built out, the total project will have a capacity of 9 gigawatts. A single gigawatt of power is roughly how much energy a city of 1.8 million people consumes in a year, industry analysts have estimated.

O’Leary also addressed the MIDA board by video, saying the project is an effort to compete with China to power AI data centers.

“My job is going to tell the world what we’ve done here and what we’re going to do here and set an example for everybody in America that this is what it takes to compete with the Chinese,” O’Leary said.

Utah Senate President Stuart Adams, the chair of the MIDA board, agreed with O’Leary, adding that “the country that controls AI will control the world.”

“We’re in an arms race for AI technology, and we need to step up,” Adams said. “We need to wake up the sleeping giant of American capitalism and expertise, and that’s what we’re doing here.”

So what about the need for massive amounts of water and electricity required for data centers, the major concerns of data center opponents, some of whom voiced opposition at last week’s commission meeting and at previous MIDA board meetings?

Morris answered these concerns, promising that the Stratos Project will create 100 percent of the power it needs and use less water than the ranching taking place on the land now.

“Instead of using the evaporative coolers of old data centers, it is this closed loop where they clean the water up, and then they have it run through to do the cooling, and then they put it back into the aquifer that can go to the Great Salt Lake,” he said. “They believe that the water rights that they’re buying, that they will lose less water than was used for the ranching, and so there’ll be a net positive to the Great Salt Lake.”

The development agreement MIDA approved last month allows O’Leary Digital to make a deal with TallGrass Energy for

natural gas utility service for power generation through a connection to the Ruby Pipeline from Wyoming.

MIDA releases also suggested the project could generate thousands of jobs. These positions would span various sectors, including manufacturing, construction and high-tech energy operations.

Agreement documents among the parties involved in the Stratos Project also outlined several enabling tax incentives offered to the project. In addition to an 80 percent tax rebate agreed to by the Legislature, MIDA has reduced its normal 6 percent energy use tax on its developments to 0.5 percent. Even with the massive reduction, Morris estimated that MIDA will net \$49 million a year to use for military purposes — like refurbishing buildings at Hill AFB — once the project is at full capacity.

According to the MIDA plans, the Stratos Project area would also include some mixed-use development.

“The project area is intended to support the development of state-of-the-art energy generation; hyper-scale data center(s); advanced manufacturing; housing, commercial facilities and other compatible uses; and the corresponding infrastructure and improvements,” the development authority document reads.

No timeline for the project was included in materials released by the MIDA.

Fear Factory and Station Park Dental award smile makeover

For the third time, Fear Factory, a Salt Lake City haunted attraction, and Station Park Dental of Farmington have partnered to give away a smile makeover worth more than \$20,000, this time to Utahn Nakomis Hardy.

Dr. Ryan Allen is the founder and CEO of Station Park Dental. In addition to being a dentist and smile makeover expert, Allen is a die-hard Halloween fan and in a visit to Fear Factory several years ago, he met the Fear Factory owners and became a sponsor of the haunted house. From there, the discussion quickly turned to partnering to give back to the community by providing a smile makeover at the end of each Halloween season.

The smile makeover application is a double-blind process where applicants apply and share their story and why they should receive the smile makeover. The names are stripped away before being shared with Allen and his team to review and select a winner.

“We get such genuine joy from helping people transform their lives through our smile makeovers,” Allen said in a release. “Our goal is to give people renewed hope by providing them with a beautiful smile and more importantly a healthy mouth that gives them the confidence to pursue

their dreams and live their best lives.”

Hardy currently experiences a number of challenges with her teeth. She has cavities and knows for certain that the majority of her upper teeth need to be replaced. Due to poor genetics and long-term neglect, her teeth are wearing away, crooked and discolored. When she was young, she said her parents didn’t have the financial resources to help straighten and care for her teeth and when she entered adulthood she couldn’t afford the work that needed to be done to enhance and create healthy teeth and smile.

“I’m a confident person but my teeth are something I’ve never liked,” explained Hardy. “I never smile with my teeth because I don’t like other people looking at my teeth. Professionally, I plan on going to school to become a hairdresser, so it will be great to be able to give my future clients a warm and trustworthy smile.”

Station Park Dental offers a full range of dental treatments including general dentistry, dental implants, dental crowns, preventive care, emergency dental care, wisdom teeth removal and cosmetic dentistry to help patients achieve their perfect smile.

“After a long haunt season of transforming our actors into the scariest creatures on Earth, it’s refreshing to work



Fear Factory has teamed with a Farmington dental practice to award a smile makeover for a patron, the third time they have combined for the \$20,000 prize. (Courtesy Fear Factory)

with Dr. Allen to transform smiles into the most beautiful things in the world,” said Rob Dunfield, Fear Factory co-founder and COO. “We love supporting the community and giving back to those that may not have the resources to make significant changes to better their lives and gain the confidence they need to thrive and pursue their dreams.”

Fear Factory’s 2026 season kicks off Sept. 11 and will be open on weekends through Sept. 30, when it extends its hours to include Thursday-Sunday before opening nightly beginning Oct. 21 through Halloween night.

Fear Factory is located at 666 West and 800 South in downtown Salt Lake City.



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ASSOCIATE PUBLISHER
David Gregersen | david.g@thecityjournals.com

EDITOR-IN-CHIEF
Rebecca Olds | rebecca.o@thecityjournals.com

MANAGING EDITOR
Tom Haraldsen | tom.h@thecityjournals.com

ASSOCIATE EDITOR/REPORTER
Brice Wallace | brice.w@thecityjournals.com

ADVERTISING EXECUTIVES
Dale Dimond | dale.d@thecityjournals.com
Mieka Sawatzki | mieka.s@thecityjournals.com
Marc Davis | marc.d@thecityjournals.com
Ryan Casper | ryan.c@thecityjournals.com

CIRCULATION COORDINATOR
Lydia Rice | lydia.r@thecityjournals.com
385-557-1022

GRAPHIC DESIGN
Stacey LaMont | stacey.l@thecityjournals.com

SALT LAKE BUSINESS JOURNAL
9500 South 500 West, Suite 205
Sandy, UT 84070
PHONE: 801-254-5974

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NORTHWEST

from page 1

It incorporates data analysis and community input gathered through public open houses with Westside residents.

The baseline study and preferred scenario recommendations were presented to the UIPA board and Salt Lake City Council in March and will guide ongoing collaboration with city leaders, community partners and residents.

UIPA’s jurisdictional area covers approximately 16,000 acres in northwest Salt Lake City and parts of northern West Valley City and Magna. It has a significant amount of undeveloped land, has seen recent growth in freight activity, contains environmentally sensitive lands, has both closed and active landfills, and has zoning to support manufacturing and industrial development.

The preferred scenario outlines a future that includes potential targeted investments in public safety, workforce development, transit access and environmental improvements, along with recommended policy actions to support water conservation, sustainable development and improved freight movement.

The scenario summary is available at https://inlandportauthority.utah.gov/wp-content/uploads/UIPA_Prefered-Scenario_Final_3.30.2026-1.pdf. The baseline study is at <https://inlandportauthority.utah.gov/nwq-study/>.

“The preferred scenario reflects both community input and technical analysis,”

said Ben Hart, UIPA’s executive director. “It provides a framework to support economic opportunity while addressing environmental and community priorities, and we’ll have additional updates later this year as we begin advancing key recommendations.”

“The Northwest Quadrant plays an important role in Salt Lake City’s future, and this work reflects a community-informed approach to growth,” said Salt Lake City Mayor Erin Mendenhall. “These recommendations prioritize environmental stewardship, improved air quality, and better access to jobs and services for Westside residents.”

Two-thirds of the Northwest Quadrant is vacant land, with much of it zoned for industrial and manufacturing use. It is home to more than 10,000 jobs, with 34 percent in transportation, 25 percent in manufacturing and 20 percent in professional/scientific/technical services. Two-thirds of the quadrant jobs pay more than \$40,000 a year, and over half do not require a college degree.

The preferred scenario calls for more opportunities for people who live nearby to get jobs in the area and for support workforce and development opportunities for Westside residents.

The report acknowledges that Westside neighborhoods have lower employment levels than the city overall, with Jordan Meadows, Poplar Grove and Glendale having per capita incomes at or near 50 percent below the city’s level.

The preferred scenario seeks to boost opportunities to attract businesses that provide low barrier-to-entry and higher-wage



A freight train moves through Salt Lake City’s Westside. Jobs and workforce training spelled out in a preferred scenario recently released by the Utah Inland Port Authority could help residents of the Westside. (Courtesy Utah Inland Port Authority)

jobs, and acknowledges the need to balance development with preserving and sustaining environmental resources. It also seeks to address transportation access and services because of low car ownership levels in the area and a lack of services — such as childcare, grocery stores and medical care — in and around the quadrant.

The industrial market in the quadrant is dominated by warehousing and distribution uses, although it has attracted advanced manufacturing and biotechnology companies. The preferred scenario seeks to find efficiencies in air cargo because it is nearby Salt Lake City International Airport.

The baseline study looked at development trends in the Northwest Quadrant from 2018 to 2024. After a pair of open houses, the area recommendations were refined and include priority investments and policies as well as long-term considerations and tracking metrics to monitor ongoing progress.

The study identified key challenges and opportunities, including air quality impacts, limited access to essential services, increasing transportation demand, and the need to balance development with protection of wetlands and Great Salt Lake resources.

Utah jobless rate stays steady at 3.8 percent

Utah’s jobless rate held steady in February at 3.8 percent, the same as level as January. The figure means about 69,800 Utahns remain outside the workforce.

Utah’s Department of Workforce Services (DWS) released its employment summary for February late in April — the delay being a residual effect of the federal government shutdown last year, according to Jared Mendenhall, communication director of the department. The department expects its reporting to be back on schedule this month with the April report to be released on May 22.

While Utah’s unemployment held steady in February, the nationwide rate rose slightly to 4.4 percent, according to data released by the U.S. Bureau of Labor Statistics in Washington, D.C.

Utah’s nonfarm payroll employment for February increased an estimated 0.7 percent over the past 12 months, with the state’s economy adding a cumulative 11,600 jobs since February 2025. Utah’s current job count stands at 1,765,000.

“Despite the overall pace of hiring remaining slow, the labor market contin-

ues to show resilience, with sustained employment in key sectors driving consistent job gains,” said Ben Crabb, chief economist with the Department of Workforce Services. “Meanwhile, limited labor supply growth is helping to maintain an unemployment rate of 3.8 percent.”

Utah’s February private-sector employment recorded a year-over-year expansion of 0.8 percent with a 12,400-job increase. Six of the 10 major private-sector industry groups posted net year-over-year job gains. The over-

all gains were led by professional and business services (up 8,600 jobs), education and health services (up 5,100 jobs) and financial activities (up 2,200 jobs). Trade, transportation and utilities (down 2,200 jobs), information (down 1,500 jobs) and other services (down 800 jobs) experienced year-over-year job losses.

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

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The future of healthcare screenings: The power of assessing risk earlier

Dr. Kang Hsu
Chief Medical Officer, Canary Speech

Early detection has always been one of medicine’s most powerful tools. The sooner we can identify cognitive, behavioral or neurological conditions, the greater the potential benefit for patients, their caregivers and their providers.

That truth is even more pressing today. Thanks to rapid advances in artificial intelligence and speech analysis, vocal biomarkers have emerged as a fast, accurate and non-invasive way to screen for a growing range of conditions. The ability to detect risk through the sound of a patient’s voice represents not just a leap forward in health technology, but a reimagining of preventive care itself.

Rapid Advances

A robust and expanding body of research has validated vocal biomarkers as a reliable early detection tool for complex conditions — from mild cognitive impairment and Alzheimer’s disease to depression, anxiety, Parkinson’s disease, multiple sclerosis and Huntington’s disease.

What sets vocal analysis apart is its simplicity and scale. Through a single 40-second voice sample, multiple conditions can be screened simultaneously — no needles, no lab visits and no physical presence required. This allows for broad, remote and repeated screenings that reach populations who might otherwise fall through the cracks.

One recent study in Japan, for example, surveyed 1,461 older adults by phone to screen for mild cognitive impairment. Researchers extracted biomarkers from short conversational interviews — demonstrating how low-intensity, scalable approaches can yield high-impact insights.

The return on effort is remarkable: minimal patient engagement, maximum clinical insight.

Today’s Benefits

Early detection doesn’t just change diagnostics; it reshapes outcomes and costs. Identifying depression or anxiety early can prevent hospitalizations, while timely diagnosis of Alzheimer’s or mild cognitive impairment allows patients to benefit from the latest disease-modifying therapies and prolong independence.

For families, time is often the most

valuable gift. Early awareness gives loved ones more opportunity to plan, adjust and access support systems. For healthcare systems, early detection unlocks downstream savings, reducing the need for intensive interventions later in the care journey.

In some cases, vocal biomarkers may even connect patients with clinical trials earlier, accelerating the availability of next-generation treatments for all.

Future Possibilities

Current technology hints at a far more connected, proactive healthcare ecosystem. Imagine if devices like the Apple or Samsung Watch could record a brief monthly voice sample — automatically screening for depression, anxiety or cognitive risk and returning a wellness “score” to the user.

With appropriate HIPAA safeguards, such data could be securely linked to electronic health records, alerting physicians to subtle changes long before symptoms become apparent. Even automated systems could play a role: The same technology behind marketing autodialers could be repurposed to engage at-risk patients, assess vocal biomarkers, and transmit results di-

rectly to providers — all without a human clinician needed for initial screening.

And this is only the beginning. As AI models advance, they will likely identify new signatures of disease hidden in speech — unlocking insights into conditions we don’t yet realize are detectable via voice.

The growing ubiquity of mobile health tools amplifies this potential. With more than 91 percent of adults owning smartphones, the capacity for global, continuous and equitable early detection is within reach. In parallel, new therapeutics are making early detection even more meaningful, offering targeted interventions when they matter most.

The line between hypothetical and reality is narrowing fast. Vocal biomarkers are no longer a futuristic concept — they’re an emerging standard for how healthcare can listen differently, respond sooner and ultimately, care better.

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.

Utah NFIB applauds ‘historic’ Small Business Tax Deduction

The Utah chapter of the National Federation of Independent Business (NFIB) is cheering congressional action that made the 20 percent Small Business Tax Deduction permanent late last year.

In place on a temporary basis since 2017, the bill has allowed small businesses to deduct up to 20 percent of their business income. Without action by Congress, the tax deduction was set to expire at the end of 2025.

“This has helped (small businesses) to grow, hire, invest in their employees, and give back to their communities,” the NFIB said in a statement.

The NFIB recently released a report outlining the economic benefits and tax savings the deduction brings to 371,569

small businesses in Utah now that it has been made permanent. The report also details several other federal tax-relief wins that were signed into law.

The NFIB report said Utah is projected to gain 16,000 jobs annually over the next 10 years if the deduction remains in place, including an annual GDP increase of \$816 million for the first decade and \$1.7 billion per year beyond 2035.

The full report can be found on the NFIB website, www.nfib.com.

“This year’s Tax Day is good time to once again thank Utah’s congressional delegation for their work in making the Small Business Deduction permanent, instead of letting it expire at

the end of last year,” said Casey Hill, state director for NFIB in Utah. “To call it a historic accomplishment is not an overstatement. More than 80 percent of small businesses are organized as pass-through entities for federal tax purposes and report their business earnings and expenses on their personal income tax forms.”

“Thanks to the now-permanency of the Small Business Deduction, combined with the Utah Legislature’s passing, and Gov. Spencer Cox’s signing, of SB60, small-business owners have clearer certainty to decide on whether to hire more workers, give raises to current employees, or buy new equipment,” Hill continued. “For other Main

Street entrepreneurs, it’s a lifeline to remain solvent long enough to turn their businesses back in the direction of profitability.”

After being passed by Congress, President Donald Trump signed legislation to make the Small Business Tax Deduction permanent.

“This permanent tax relief means America’s small businesses can use more of their hard-earned money to support their business and employees instead of sending it to their state and federal government,” the NFIB statement said. “It also provides certainty and levels the playing field for small businesses against their large corporate competitors.”

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Medical licensing board wants AI prescription renewal system suspended

The state board that oversees the licensing of physicians has issued a statement opposing an artificial intelligence-powered prescription medication refill system it sees as endangering patients.

“Overseeing prescription refills is a task reserved for properly licensed medical practitioners for critical safety and clinical reasons,” reads a statement released April 20 by the Utah Medical Licensing Board.

Utah signed an agreement in January with AI medical startup Doctronic to test an AI-powered system to “automate routine, guideline-based prescription renewals” for Utah residents. It marked the first test in the nation of AI as an autonomous clinical decision-maker in the medical field.

The platform allows patients to get a routine medication refilled nearly instantly by chatting with an AI agent on-line rather than waiting days or weeks to get an appointment with their doctor.

The medical board asked that the program be “immediately suspended” pending further discussion.

Doctronic’s system facilitates 30-, 60- or 90-day renewals for medications already prescribed by a licensed provider, the agreement between the Office of Artificial Intelligence Policy on behalf of the state and the med-tech startup. The company has limited the types of medications it will refill to 191 commonly prescribed drugs — a list reviewed by independent pharmacists and the state.

In its letter to the Utah Department of Commerce, the Utah Medical Licensing Board said it was made aware of the agreement only after its implementation — when the system was already running and available for use.

“Each refill requires reassessment and clinical decision-making to safely administer just doses, monitor for side effects, contraindications or new drug interactions, and ensure the medication remains effective,” the board, composed primarily of physicians and surgeons, said. “Patients who continue refilling medications without assessment may remain on outdated or suboptimal therapy for months or years. There is a reason prescription refills require physician authorization.”

Eleven of the 14 doctors on the board signed the letter.

The board seemed particularly concerned that it was not consulted before the prescription system went into effect.

“It is imperative that professionals with medical backgrounds review all proposals prior to implementation to ensure these programs do not compromise patient safety,” the doctors wrote. “We must not allow AI or other financial motivations to override this obligation, yet that is precisely what occurred here.”

A spokesperson for Doctronic told online healthcare news organization Fierce Healthcare, “We are participating in the process as designed, with defined safeguards, physician oversight of every prescription in the first phase of the program and continued physician involvement throughout. We remain focused on demonstrating safe, evidence-based expansion of routine care access.”

The Doctronic system is currently operating in Phase 1 in which AI-generated prescription renewals are reviewed and approved by a licensed human physician before transmission to a pharmacy, according to state officials from the Office of Artificial Intelligence Policy. The platform does not handle controlled substances such as narcotic drugs. It is prohibited from modifying dosages or starting new prescriptions.

University of Utah launches Institute for Critical and Strategic Minerals

The University of Utah has announced plans to launch a new initiative to help the United States reduce its reliance on foreign critical minerals.

The Institute for Critical and Strategic Mineral (ICSM) at the school will leverage school expertise to help rebuild the country’s domestic supply chain.

The university’s board of trustees recently voted in favor of the proposed institute and will now seek approval from the Utah System of Higher Education. Through education, workforce development and research, the institute aims to expand sustainable, domestic sources and production of critical minerals and rare earth elements, the raw materials vital for advanced technologies.

During its 2026 session, the Utah Legislature passed SB254, which is aimed at fast-tracking permitting critical mineral mining, and SCR9, which outlines Utah’s role in developing critical mineral infrastructure.

“With legislative support from state leaders, Utah is taking a decisive step to lead in critical minerals,” said Taylor Randall, president of the University of Utah. “Working with industry and governmental partners, the Institute for Critical and Strategic Minerals will position Utah as the nation’s hub for critical mineral production, processing and research — driving economic growth, strengthening supply chains and advancing discoveries that matter.”

In a release, the UofU said ICSM supports the full life-cycle of critical mineral development — from geological discovery and responsible mining to processing and recycling — while addressing broader challenges, including community impact, market analysis and environmental regulation. ICSM’s leadership reflects its interdisciplinary mission, bringing together experts from the colleges of Mines and Earth Sciences, Engineering, Law, Business and Social and Behavioral Science.

“The Institute for Critical and Strategic Minerals amplifies the work already underway at the University of Utah,” said Michael Free, professor of metallurgical engineering at the university and proposed director of the ICSM. “The U is uniquely positioned to lead this interdisciplinary effort. As the only Utah institution offering the combination of geology, mining engineering and metallurgical engineering, we can fully integrate crucial STEM fields with environmental research, supply chain analysis and policy to advance critical minerals research from discovery to application.”

“For more than a century, the University of Utah’s College of Mines and Earth Sciences has trained the engineers and geologists who powered the state’s mining industry,” said Mitzi Montoya, executive vice president for Academic Affairs for the UofU. “ICSM builds on that legacy, advancing a modern, interdisciplinary approach that drives innovation responsibly and benefiting Utahns in the long run.”

Over the past six years, UofU scientists have been awarded more than \$20 million to lead critical minerals research — resources that ICSM will leverage to advance research, teaching and public engagement across disciplines.

The institute is creating a research, training, mentoring and service ecosystem connected directly to graduate and undergraduate education. Its external advisory board, which will include leaders from industry and government organizations, will help facilitate real-world connections and perspectives to enhance relevant impact, expand unparalleled U student experience and help meet national security needs, the university statement said.



An aerial view of the University of Utah campus. (Adobe Stock)



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Support employee health and wealth: A spending account benefits guide

In today’s economy, it’s more important than ever for employers to focus on attracting and retaining employees. The current competitive market environment and higher expectations from candidates mean employers need to differentiate themselves, and one way to do this is with workplace benefits.

Workforce retention resources

While some employment metrics are promising — such as the U.S. Bureau of Labor’s recent report showing job gains and a steady workforce participation percentage — employers should continue to lean into how benefits can attract and retain talent. To this point, it is important to routinely assess current and future employees’ needs and preferences through surveys or focus groups to ensure benefit offerings remain relevant and effective.

As employers look at all the resources they have to stem turnover, compete for job candidates, drive engagement and boost company culture, it is vital they consider a full suite of employee benefits, including those aimed at financial security.

Employees feel financial stress

According to the Employee Benefit Research Institute and Greenwald Research’s recent Workplace Wellness Survey (EBRI Research), 70 percent of Americans said thinking about their financial future makes them feel stressed, and 49 percent said that worrying about their finances distracts them from work.



Brian Hutchin
UMB Bank

Financial stress has the potential to cause additional issues, including an avoidance or delay of medical care, decreased mental well-being or even seeking a new job to better meet immediate

financial needs.

Without tools and support to address financial wellness, many struggle to manage day-to-day expenses, let alone plan for larger expenses or retirement. According to a new Bankrate report, 53 percent of Americans do not have sufficient liquidity or access to funds to cover an unexpected \$1,000 emergency expense.

While financial stressors can be complex, employers have the opportunity to better engage their employees through the successful use of employee benefit accounts, such as:

- Health savings accounts (HSAs).
- Flexible spending accounts (FSAs),
- Health reimbursement arrangements (HRAs),
- Commuter benefit accounts,

Each of these account types offers employees the benefits of tax advantages to better save and prepare for healthcare, dependent care costs and commuter expenses.

es. They also allow employees to better control their finances in a way that’s individually tailored to their situation.

Alongside these tax-advantaged accounts are lifestyle accounts — like those that cover fitness or therapy expenses — which help round out the employer-offered benefits package.

Promoting financial wellness

Helping your employees take a proactive, holistic approach toward financial wellness — by examining healthcare savings, savings accounts and retirement funding — can provide them with a roadmap to make their hard-earned funds work for them in times of crisis. According to EBRI research, 70 percent of Americans strongly agree or somewhat agree that their employer has a responsibility to make sure employees are financially secure and well, highlighting that it is now more important than ever to prioritize the unique needs of your employees and provide tools for financial education and stability.

Employers should also evaluate the competitiveness of their benefits offerings, including spending account contributions, especially since nearly 50 percent of Americans want greater financial contributions from their employer. By seeding HSAs, for example, employers can reduce some of the stressors associated with switching to a high-deductible health plan paired with an HSA. This addresses the concern of having an out-of-pocket expense early on and allows em-

ployees to realize the potential benefit of lower monthly premium costs.

Choosing your benefit account team and tools

Carefully consider the administrator you work with when offering benefit spending accounts. You want to ensure your account administrator or custodian aligns with employees’ needs and preferences and provides clear communication for access, education and support. Consider institutions that can offer a solution that is easy to implement, efficient to operate, saves time and money and — most importantly — attracts and retains employees.

In addition, you’ll want to offer financial wellness tools that help your team plan, save, and pay for healthcare, dependent care expenses and commuter expenses. These tools should support year-round communication and, ultimately, drive employee retention and satisfaction.

Employees need support, financially and otherwise. For those offering benefit spending and saving accounts, it is important to take time to help employees realize all the benefits of these accounts to improve their overall financial wellness. Supporting your workforce with benefits that make a difference in their lives can be a key differentiator for retention, culture building and productivity.

Brian Hutchin is the executive vice president and director of healthcare services at UMB Bank

Survey shows nearly 40 percent of employees have cried at work

If your job has brought you to tears or circumstances outside work have led to a break-room breakdown, you aren’t alone. Some 39 percent of employees admit to having cried at least once in the workplace, according to a survey of 1,018 U.S. adults published by AI resume builder site Resume Now. Among all employees, 25 percent have cried once or twice, and 14 percent said they’ve cried multiple times.

“Together, these findings show that emotional strain is no longer an isolated workplace issue, but a defining feature of the modern employee experience,” the survey noted. “[The survey] reflects a workforce that is showing up physically while struggling emotionally, with implications for productivity, morale, and long-term retention.”

More than half of employees “worry they could lose their job even without a clear performance issue or business reason,” while 27 percent say they feel secure about their role and don’t worry about losing their job, the study said.

Historically, layoff rates have remained relatively stable since the pandemic, yet the number of people quitting is higher than at any point from June 2001 to August 2017, according to data from the Federal Reserve, updated through December 2025.

In fact, the quitting rate in December 2025 was nearly twice as high as the layoff rate, which may speak to an underlying dissatisfaction in the workplace. Some 55 percent of employees have vented about their job to coworkers, family, friends or social media, ac-

cording to the Resume Now survey.

Regardless of the factors that led to a tearful moment at work, there are several self-care routines that employees can practice as they navigate their work situation in the wake of traumatic events like mass layoffs at work or unexpected personal events, according to Duke University’s personal assistance service, a department that offers mental health support for university faculty and employees.

Primary among the self-care steps is to rely on a support system with people you feel comfortable and safe opening up to, the department noted., Colleagues, family and friends are typical participants in this support system.

“Receiving support from colleagues, family, and friends usually helps the

stress reactions to diminish and pass more quickly,” the department wrote.

Other things to practice include eating healthy meals regularly, allowing yourself to smile and laugh, implementing meditative or relaxing habits such as prayer, breathing exercises and spending time in nature, the department recommended.

Additionally, ask for help from a mental health professional after a particularly painful event in your life.

“Occasionally, the traumatic event is so painful and overwhelming that professional assistance may be necessary,” the department wrote. “This does not imply weakness. Rather, it simply indicates that the particular event was just too powerful for the individual to manage him/herself.”

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Work Daze

Rock around the clock? OK! Work around the clock? No way!

What kind of bird are you?

If you do your best work early in the morning, you're a "lark." If you work best by waiting until the midnight hour, you're an "owl." It's a taxonomy I learned in "Tapping into Your Team's Circadian Rhythms," a recent article by professor of management Stefan Volk in the Harvard Business Review.

It's our body's circadian rhythms that determine the time of day when we do our best work. In the wild, there are probably larks who sleep late, missing out on the tastiest worms and owls who are up bright and early, ready to hoot and holler at dawn. In the wild, the birds work it out. In the workplace, failing to understand the body's circadian rhythms can complicate your job and crash your career, stat!

Sad to report, circadian rhythms are "hard-wired" and "not habits or preferences that you can train yourself to change." As Volk writes, "They are biological dispositions that remain remarkably stable over time."

Since we can't change our hours of peak performance, it is up to our managers to make sure every team member gets their assignments when their body clocks are ticking like a Rolex. The larks get their assignments early in the morning, when their circadian rhythms are hammering out one brilliant idea after an-



other, after which the whole mess is turned over to the owls, who spend the night thinking up excuses for what the larks screwed up.

Unfortunately, this level of enlightened time management is rare. In most offices, Volk asserts, businesses suffer from an obsession with "morningness, equating early-day energy with commitment, competence and leadership potential." It's easy for a lark, but tough on owls, who have to drag themselves into work and fill themselves with toxic levels of office coffee to even pretend to give a hoot. The owls do get their revenge when it's necessary to "pull an all-nighter," and it's the larks who are dragging their feathers back and forth from the coffee machine, too tired to make a peep.

How to fix the problem? Here are three steps that could work:

No. 1: Managers need to analyze their own birdness.

"Circadian-informed leadership starts with self-awareness," Volk writes. A conscientious manager will analyze their own

high-level decision-making to determine when they are operating at maximum effectiveness and reserve their most important decisions for this time period.

Convincing managers to recognize their rhythms isn't easy. Most consider themselves to be perfect, 24/7. The trick is to get your manager to realize they are more perfect at some times of the day than at others. Do this by organizing your co-workers to record the time of day your manager makes their biggest blunders. Provide this data to your manager and your manager's manager. Include the name of everyone who contributed to the report, but leave your name off.

You're either a lark or an owl. You're not a dodo.

No. 2: Know your own bird.

Take the time to consider the time of day connected to your greatest triumphs. (Haven't had any triumphs lately? Use the time you started reading this column. It's definitely a triumph of optimism over common sense.)

In determining when you are at your best, don't be afraid to narrow the time frame. Let your manager know that you will only accept assignments between 10:35 and 10:45 (a.m. if you're a lark; p.m. if you're an owl). Your specificity will be appreciated and will also be help-

ful when HR is deciding when to deliver your notice of termination.

No. 3: Let your inner bird fly.

Let's be honest, both larks and owls are loser birds. Larks are nature's clowns, chattering endlessly as they flutter around aimlessly. Owls are just boring. They bide their time, hiding in trees, occasionally swooping down to snatch up a rat for a midnight snack. Yum!

If you must be a bird, be an eagle. Don't concern yourself with earthly matters, such as being productive. Instead, focus on looking good. Use your sharp-eyed eagle vision to pick out the weakest co-workers, whom you swoop in on and tear apart with your merciless talons.

I can see you now, soaring high above the office terrain, inspiring terror in your company's larks, owls, parrots, penguins, ducks, crows, hummingbirds and blue-footed boobies (you'll find them in marketing).

You don't do much work, but you look magnificent, and isn't that what success in business is all about?

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

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L2L, a Salt Lake City-based manufacturing operations platform, has launched **L2L Execution**, an intelligence layer added to its program, designed to help manufacturers reduce downtime, increase productivity and improve overall equipment effectiveness (OEE). Running on Amazon Web Services (AWS), L2L enables manufacturers to move from reactive “firefighting” to proactive prevention, to reclaim lost uptime by moving beyond analysis to guide teams through the fastest path to resolution. The new layer eliminates analytical bottlenecks by turning complex data into actionable summaries and data-driven suggestions for immediate improvement. “The launch of L2L Execution AI is about moving beyond simply recording what happened and providing the frontline with real-time, actionable steps to improve plant productivity,” said **John Davagian**, CEO of L2L. “By collaborating with AWS, we are ensuring our customers have access to a solution that is as reliable and scalable as it is innovative.”



Salt Lake City life sciences company **MARAbio Systems** has introduced a blood test made to identify specific maternal autoantibodies that are the cause of a subtype of autism. The **MAR-Autism Test** can now detect a greater than 97 percent risk of an autism diagnosis in a current or future child with an extremely low rate of false positives. The breakthrough in detecting risk of autism comes at a time when the prevalence of autism continues to increase, now affecting one in 31 children, according to the CDC’s latest report, MARAbio said. “This Autism Acceptance Month (April), we are thrilled to provide the first-ever blood test to identify specific maternal autoantibodies for a subtype of autism,” said **Michael Paul**, president and CEO of MARAbio. “This provides families and healthcare providers with a highly predictive and clinically validated test that identifies autism, even prior to pregnancy.”



BZI, a major steel and construction company based in Kanarrville, has announced the release of three new construction products. **ExoClip**, **ExoWall** and **EntroDeck** are designed to bring measurable improvements in safety, speed and build quality, BZI said. ExoClip separates a building facade from the primary structural system for safety during seismic events, while ExoWall is a complete, unitized wall panel system, including panels, fittings and engineered connections. EntroDeck is a roof or mezzanine panel built at ground level, enabling a top-down erection process for speed, safety and efficiency. “Our focus on productization to enhance building performance is a critical component of BZI’s holistic customer experience,” said **James Barlow**, CEO of BZI. “Safety, efficiency and quality are more than a growing brand attached to our company and affiliates. Our integrated and proprietary innovations, products, services and processes span all phases of construction.”



There are times when evacuation is not an option for individuals caught in a wildfire. **Wildfire Safety Systems** of Spanish Fork has released its flagship product, a solution for just such a situation. The company’s **FORT fire shelter** (fire-resistant on-site refuge technology) is designed and built to endure real-world burn-over conditions.

Wildfire Safety Systems calls the new product a “foundational element of modern wildfire safety preparedness.” The company said, “The FORT protects families, preserves legacies by keeping valuables safe and delivers peace of mind.”

“While proactive preparedness and early evacuation remain the first line of defense, we recognize that wildfire behavior is increasingly volatile,” said **Mike Berube**, chairman of Wildfire Safety Systems. “By providing certified, human-tested refuge, we ensure that safety remains a reality, even when evacuation is no longer an option. Wildfire Safety Systems is not just building shelters; we provide the ultimate fail-safe for families and communities in their most vulnerable moments.”

The FORT was designed and tested by experts with decades of experience with building refuge chambers for the mining industry. It has been tested and vetted in accordance with independent third-party standards, including MSHA, NIOSH and ASTM regulations. It is designed to withstand burn-over temperatures of 2,000 degrees Fahrenheit and is constructed with architecturally designed steel siding for the walls and sloped roof and its layered sandwich construction is engineered to absorb and transfer thermal energy away from the inside of the shelter.

The FORT provides up to four hours of breathable air for eight people. Its cooling system maintains safe and comfortable ambient air temperature and delivers positive pressure to keep toxic fumes and smoke out.



LiveView Technologies (LVT), an American Fork-based developer of mobile security equipment and systems, has introduced **Live Unit Surround**, a building-mounted surveillance system projected to help eliminate the security gap caused by incomplete perimeter visibility. Following the release of its GuardGate system for access points, the new product expands on LVT’s goal to push beyond mobile surveillance. Surround mounts to walls or rooftops and supports two to four camera heads, each with up to three cameras, allowing operators to tailor coverage across complex layouts. The system runs on a centralized hub and incorporates distributed deterrence, delivering continuous monitoring without the need to deploy multiple mobile units to secure logistics yards, retail sites and remote facilities. “Security shouldn’t be constrained by budget or physical space,” said **George Bentinck**, LVT’s chief product officer. “Surround delivers broader visibility and active deterrence in a more compact, cost-efficient format.”



Wellsville-based **RVLock**, a provider of security and lifestyle products for the RV market, has introduced the **Elevate Inflatable Sofa**, a portable seating solution designed specifically for recreational vehicle travelers who need comfortable, lightweight outdoor seating without sacrificing storage space. The sofa packs down to the size of a small duffel bag while providing lounge-style seating for two to three adults. The Elevate Inflatable Sofa is available at RVLock.com for \$249.99 and comes in two colors. Built with 600D Cordura outdoor fabric and reinforced double-stitched seams, the sofa supports up to 500 pounds. The Elevate Sofa inflates in approximately 2 minutes using a removable USB-C rechargeable pump and deflates quickly for compact storage. “The Elevate Inflatable Sofa is part of our broader effort to design products that make life on the road easier, more comfortable, and more enjoyable,” said **Kent Wuthrich**, CEO of RVLock.



AdvancedMD, a provider of cloud-based healthcare software for medical practices, has launched the **Electronic Medication Administration Record (eMAR)**, designed to simplify medication workflows. Integrated within the AdvancedMD platform, the eMAR is designed specifically for behavioral health, substance use disorder treatment, long-term care and specialty clinical environments. It serves as a hub for medication scheduling, administration and documentation. Prescriptions written within the AdvancedMD ePrescribing and EPCS tools flow into the eMAR and are automatically scheduled and displayed within the dashboard, making it possible for providers to see what medications are due, overdue, completed or unresolved. “Our eMAR solution unlocks a whole new level of efficiency for providers caring for those most in need,” said AdvancedMD CEO **Amanda Sharp**. “We’ve created a solution within our platform that supports existing workflows. It is a modern-day solution that delivers flexibility without unnecessary complexity or high administrative costs.”

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NEWS ROUNDUP

Amber McKee named president of McKinnon-Mulherin

McKinnon-Mulherin Inc., a Salt Lake City-based corporate communication firm, has announced the appointment of Amber McKee as president.

McKee brings more than 20 years of global leadership to the position, most recently at Unisys Corp., where she managed nonprofit, commercial and public-sector clients.

McKee returns to McKinnon-Mulherin where she was employed from 1999 to 2004, serving as an information designer, instructional designer and editor, as well as a project and resource manager. As president, she will supervise the company’s strategic and business operations, the company said.

“I’m thrilled to rejoin McKinnon-Mulherin,” McKee said. “I look forward to

leading its capable team into the future.”

She succeeds Paige Frame, who had been president since January 2017.

“Clear communication is as essential now as ever,” said Shauna Bona, McKinnon-Mulherin board president. “Because Amber shares our history and perspective, she is the right person to navigate AI and other challenges we face in bringing clarity to a cluttered world.”

McKinnon-Mulherin offers sales and business communication, technical writing and learning solutions to organizations from not-for-profits to Fortune 500s. Since 1997, McKinnon-Mulherin has had clients in the healthcare, technology, manufacturing, transportation and financial industries sectors.

Ohio firm acquires Moreton Asset Management

Moreton Asset Management, a Farmington-based investment advisor specializing in portfolio management for corporations, municipalities, nonprofits, credit unions and insurance companies, has been acquired by Meeder Public Funds of Columbus, Ohio.

Terms of the transaction were not disclosed, but the firms said Moreton’s approximately \$4.71 billion in assets under management will now be part of the Meeder portfolio, serving over 600 entities.

Founded in 2005, Moreton Asset Management directs tailored fixed-income and money market portfolio management and primarily provides discretionary, specialized and personalized investment services.

Established in 1974, Meeder Investment Management founded Meeder Public Funds in 1990. Meeder Public Funds specializes in the management of operating and project funds and handles invest-

ment solutions for states, counties, cities, schools, higher education institutions and special districts. In addition to its headquarters in Ohio, it has offices in Austin, Texas; Denver; Lansing, Michigan; Las Vegas; Long Beach, California; Phoenix; and Salt Lake City.

“We are pleased to join Meeder Public Funds,” said Jason Williams of Moreton Asset Management. “This partnership reflects a strong alignment in philosophy and a shared commitment to serving public entities and institutional clients.”

“This is truly a tremendous addition to Meeder Public Funds,” said Bob Meeder, CEO and president of Meeder. “The Moreton Asset Management team are highly respected leaders in the public funds space. Bringing our teams together strengthens our ability to deliver customized investment solutions supported by the depth, experience and focus our clients rely on.”

Study: AI chatbots misdiagnose in over 80 percent of early medical cases

Consumer AI chatbots falter when used to make medical diagnoses, particularly when faced with incomplete information, according to new research highlighting the risks of relying on them as digital doctors. The results were published in the *Financial Times*.

The study finds that leading large language models struggle to suggest a range of possible diagnoses when patient data is limited, frequently narrowing too quickly to a single answer.

The results point to a broader limitation in AI: While chatbots can identify likely conditions once a case is fully specified, they are less reliable at the earlier, more uncertain stages of clinical reasoning.

The findings highlight the dangers of relying on the technology alone to pinpoint health problems, particularly in

cases where the data that users input may be vague or patchy.

“These models are great at naming a final diagnosis once the data is complete, but they struggle at the open-ended start of a case, when there isn’t much information,” said Arya Rao, the study’s lead author and a researcher at the Massachusetts-based Mass General Brigham healthcare system.

The researchers evaluated 21 LLMs, including leading models by OpenAI, Anthropic, Google, xAI and DeepSeek. It found that failure rates exceeded 80 percent for all models when they needed to do so-called differential diagnosis — when full patient information was lacking.

The failure rates fell to less than 40 percent for final diagnoses with more complete data, with the best performers exceeding 90 percent accuracy.

Salt Lake City among top 10 for ‘Best State Capitals to Live In’

Salt Lake City is ranked 10th among the nation’s state capitals in a study of Best State Capitals to Live In. The study by personal finance company WalletHub compared state capitals in all 50 states, using 48 key metrics, including cost of living and K-12 school system qualities. The top 10 were Austin, Texas; Raleigh, North Carolina; Atlanta; Madison, Wisconsin; Boise, Idaho; St. Paul, Minnesota; Lincoln, Nebraska; Bismarck, North Dakota; Denver; and Salt Lake City. In the Best vs. Worst categories, Concord, New Hampshire, has the lowest violent-crime rate

per 1,000 residents, which is 9.2 times lower than in Little Rock, Arkansas, the city with the highest. Austin, Texas, has the highest median household income (adjusted for cost of living), which is 2.1 times higher than in Hartford, Connecticut, the city with the lowest. And Montpelier, Vermont, has the highest share of adults age 25 and older with at least a bachelor’s degree, which is four times higher than in Trenton, New Jersey, the city with the lowest. The entire survey is available online at <https://wallethub.com/edu/best-state-capitals/19030>.

Five Star Franchising announces launch of Five Star Flooring

Springville-based Five Star Franchising, a platform of home service franchise brands, has launched a new asset-light franchise brand in the flooring category.

Five Star Flooring is a logistics-driven brand that will be positioned to make flooring choices easier for homeowners, the company said.

“Homeowners want turnkey improvement solutions and floor remodeling is no different,” said Scott Abbott, CEO and co-founder of Five Star Franchising. “They are overwhelmed by massive showrooms, unclear pricing, unreliable service and a disconnected experience. From start to finish, Five Star Flooring provides a simplified process. And for driven business leaders, it’s a low overhead, high-margin home service franchise opportunity, backed by the power of our platform.”

Abbott said the flooring industry is dominated by impersonal big-box stores and resource-limited contractors.

“Five Star Flooring removes the stress and friction for homeowners, by delivering a premium, curated in-home gallery experience,” Abbott said in a release. “Its ‘We Handle Everything’

promise provides turnkey end-to-end service, including furniture moving, demolition, subfloor preparation, installation and full restoration.”

Five Star Flooring customers receive transparent pricing upfront, zero-down financing, and a lifetime guarantee on materials and labor on both interior and exterior flooring installations. For prospective franchise owners, Five Star Flooring offers an inventory-light sales and service business model. Owners function as executive orchestrators of revenue operations, rather than managing a labor-intensive payroll or doing installation themselves, according to Abbott.

Five Star Flooring is led by Brand President Dean Hartley, a multi-unit operator who previously partnered with Five Star Franchising to scale sister brand Five Star Bath Solutions from a regional player to a category leader approaching 400 locations nationwide.

In addition to its bath and flooring franchises, Five Star Franchising’s home service portfolio includes brands Gotcha Covered, Bio-One, Mosquito Shield, 1-800-Packouts and Card My Yard.

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FROM THE COACH

Why more effort isn't fixing your results

I rarely meet a leader who isn't working hard enough. In fact, most of the executives I have coached are among the most driven individuals I know. They are putting in long hours, carrying significant responsibility, and pushing themselves — and their teams — to perform at a high level.

And yet many of them share a quiet frustration: "We're working harder than ever ... so why does it still feel like we're not getting where we want to go?"

If that question resonates with you, it's worth considering a possibility that may not be immediately obvious: The problem may not be effort; the problem may be misalignment.

Effort Scales Activity, Alignment Scales Results

When leaders feel pressure — whether from the market, their board or their own expectations — the natural response is to increase effort. More meetings. More initiatives. More urgency.

But increased effort applied to a misaligned system does not produce better results. It produces more activity — and more frustration. Alignment, on the other hand, ensures that effort is focused, coordinated and effective. In simple terms: Effort multiplies motion; alignment multiplies impact.

Where Misalignment Hides

Misalignment rarely announces itself. It doesn't show up on a dashboard or in a quarterly report. Instead, it re-



veals itself through friction — subtle at first, then increasingly costly over time. In my experience, it tends to show up in five key areas:

1. Vision Misalignment:

Leaders assume their teams share the same definition of success. But when you listen closely, you often hear different interpretations of priorities, outcomes and even purpose.

2. Talent Misalignment: You may have good people — loyal, capable, committed — but they are not always in the roles where they can be most effective. The right people in the wrong roles creates drag across the entire organization.

3. Operational Misalignment: Processes, systems and routines begin to work against the very outcomes they were designed to support. Teams stay busy, but progress slows.

4. Customer Misalignment: Organizations drift from a clear understanding of who their ideal customer is and what that customer truly values. Effort is spent serving too many directions at once.

5. Financial Misalignment: Resources — time, capital and attention — are not consistently aligned with stated priorities. What the enterprise *says* is essential and what it actually *funds* can quietly diverge.

The Cost Leaders Feel but Can't Always Name

Misalignment doesn't present itself as a single, obvious failure. Instead, it creates a pattern:

- High performers are becoming frustrated.
- Teams are working hard, but pulling in slightly different directions.
- Decisions are taking longer than they should.
- Leaders are feeling the weight of constant pressure without corresponding progress.

Over time, this leads to something even more dangerous: leadership fatigue. Not because the leader is incapable, but because the system they are leading is not fully aligned.

A Better Question

When results lag behind effort, most leaders instinctively ask: "How do I get my team to do more?" But there is a more powerful question: "Where is alignment breaking down?"

That question shifts the focus from pushing harder to thinking more clearly, from activity to architecture, from motion to meaning.

A Simple Diagnostic

If you're sensing this tension in your own organization, consider these questions:

- Are we truly aligned on what success looks like, or have we simply assumed alignment?
- Do the roles on our team align with

- the outcomes we want to achieve?
- Are our daily actions clearly connected to our stated priorities?
- Where does work feel harder than it should, and why?

The answers to these questions often reveal that what appears to be a performance issue is, in reality, an alignment issue.

My Perspective, from the Coach's Side of the Table

Great leaders don't win by simply increasing effort. They win by ensuring that what matters most is clearly defined, deeply understood and consistently aligned across their enterprise, and then executing with discipline.

When alignment is present, effort becomes powerful. When alignment is absent, effort becomes expensive, even wasteful.

If you are working hard — and your team is working hard — but progress still feels more difficult than it should, pause before pushing further. You may not need more effort; you may need greater alignment. And in my experience, that is often where the most meaningful breakthroughs begin.

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

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Near-record growth for new aircraft mechanics continues

A study released from the Aviation Technician Education Council (ATEC) says the FAA issued over 9,000 new mechanic certificates last year, second-most in history. In 2023, there were 9,401 certificates issued.

Recent reports come even as the industry is working to solve a shortage of aviation maintenance technicians, stemming in large part from the downturn during the COVID pandemic.

The ATEC’s Pipeline Report also showed enrollment at aviation maintenance technician schools (AMTs) increased by 9 percent, which indicates public awareness of this vitally important career path is starting to grow.

That said, an estimated 123,000 new mechanics and avionics specialists will still need to join the field over the next 20 years in order to meet the industry’s growing needs — and this number doesn’t take into account additional workforce needs from business and general aviation fleets.

Other notable data from the 2025 ATEC Pipeline Report:

- Over one-third (35 percent) of all current FAA-certified AMTs are

- over the age of 62, making retirement a significant concern for the overall AMT labor force.
- While new mechanic supply is growing, industry demand is expected to grow faster because the size of the North American commercial fleet is projected to increase around 13 percent by 2035.
- Despite growing student enrollment at AMTS, approximately one in three seats (33 percent) in these classrooms are still available to accommodate additional students.
- The number of instructors at AMTS also remained flat in 2024, highlighting the need for more teachers to provide hands-on training for the next generation of mechanics.

“This year’s report shows just how far the AMT talent pipeline has come since the early 2020s. We are so excited to see growing interest from recent high school graduates and mid-career professionals looking to capitalize on this amazing opportunity to secure a rewarding career path,” Suzanne Markle, president and CEO of the Pittsburgh Institute of Aeronautics, said in a release.



Supply equals demand, as the need for more trained aircraft mechanics has led to an increased interest in training. (Stock art)

PIA grads are in high demand, with employment rates over 90 percent. Starting salaries for PIA alumni are also on the rise, with new grads typically earning between \$52,832 and \$64,480 in their first aviation maintenance and avionics industry jobs.

The average annual salary of \$79,140 for AMTs is up from last year’s \$75,400 average. With about 13,000 job openings for aviation maintenance and avionics positions expected annually over the next decade, aspiring technicians can enter this career field while incurring significantly less student loan debt than a traditional four-year college.

Oh, baby! It’s expensive to raise a child

Raising a child comes with a long list of expenses, from childcare to additional groceries. But how much does that add up to over 18 years? LendingTree did a survey, published by CBS News, that shows the price tag at \$303,418, or an average of \$16,857 per year. It’s the first time the figure has topped \$300,000 since LendingTree began the analysis in 2023 and is up about 2 percent from a year earlier.

The calculation is based on the typical expenses for a couple earning the U.S. median family income, about \$100,000, while accounting for offsets from tax incentives. Because the analysis ends when a child turns 18, it does not include the cost of college, another major expense for parents. With the average cost of a U.S. college education at about \$38,000 a year, that could add another \$152,000 to the total.

American families are feeling the financial strain of raising children, with a CBS News poll in February finding that 77 percent of respondents believe it is harder to raise a family today than it was for previous generations. A previous LendingTree study found many parents were unprepared for the added costs, with some going into debt to pay for childcare and other expenses.

“The cost of raising a child for 18 years has climbed to more than \$300,000, and that steady rise puts tremendous strain on Americans’ budgets,” Matt Schulz, LendingTree’s chief consumer finance analyst, said in a statement.

As with most expenses, location matters. Costs in three states — Alaska, Kansas and Montana — jumped more than 20 percent from a year earlier, while Hawaii is the most expensive state to raise a child, with families expected to spend \$412,661 in 2026, LendingTree found. The cost in Utah is \$277,000, about midway in the pack.

Here are the most expensive states to raise a child to the age of 18:

- 1) Hawaii
- 2) Maryland
- 3) Massachusetts
- 4) California
- 5) New Jersey
- 6) Washington
- 7) Colorado
- 8) New York
- 9) District of Columbia
- 10) Connecticut

Infant child care is estimated to cost \$17,264 in 2026, or \$572 less than a year ago. LendingTree estimates it costs an average of \$29,325 per year to raise a child in the first five years, down 0.3 percent.

However, the total cost to raise a child from birth through high school graduation represents a major expense, given that the median household income in 2024 was \$83,730. The price tag for child-rearing now approaches the median sales price of a home in the U.S., which was \$356,000 as of Jan. 31, according to Zillow. Researchers tapped



(Adobe Stock)

2024 data from the U.S. Census Bureau and Bureau of Labor Statistics, as well as from a variety of other government, non-profit and academic sources.

Bed Bath & Beyond names Amy Sullivan president

Bed Bath & Beyond Inc., the Murray-based owner of Bed Bath & Beyond, Overstock, buybuy BABY, Kirkland’s and a blockchain asset portfolio, has named Amy Sullivan its new president. The appointment was effective with the announcement.

Sullivan has built her career across some of retail’s most recognized brands, including J.C. Penney, Kohl’s, Lands’ End, Express and Lane Bryant, before joining home décor and furniture chain Kirkland’s in 2012. At Kirkland’s, Sul-

livan rose from divisional merchandise manager to president and CEO. Kirkland’s is now part of Bed Bath & Beyond’s Brand House Collective.

“Amy is a decisive leader with a merchant’s mindset and an operator’s discipline,” said Marcus Lemonis, executive chairman and CEO of Bed Bath & Beyond. “As we outlined in our most recent shareholder letter, our priority is clear: strengthen the foundation, simplify the business and execute with consistency. Amy is able to do that. She will be instru-

mental in aligning our brands and teams to deliver sustainable, profitable growth.”

As president, Sullivan will oversee the company’s business across all pillars, with responsibility for aligning brand, product and customer experience across the platform while advancing the company’s “Everything Home” strategy, Lemonis said.

“We believe we have one of the most powerful portfolios in the home — five brands, each earning a distinct place in the customer’s life,” said Sullivan. “My job

is to bring them together with clarity and discipline and make sure our execution matches the ambition. That’s how we win: great brands, strong execution and a model that makes us part of everyday life.”

“Our opportunity is in building higher-margin products and services that deepen the relationship with our customer, not just at the point of purchase, but across every moment in the home,” continued Sullivan. “That’s the ecosystem we’re building, and it’s what makes this platform different.”

INDUSTRY BRIEFS

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

BANKING

• **Sunwest Bank**, based in Sandy, has entered into a definitive agreement to acquire the former **MidWestOne** and **Bank of Denver** branches from **Nicolet National Bank**. Financial terms were not disclosed. Founded in 1969, Sunwest Bank is a privately held commercial bank with over \$4 billion in assets. It has offices in California, Arizona, Idaho, Colorado, Utah and Florida. Nicolet Bankshares Inc. is a bank holding company of Nicolet National Bank, a full-service community bank providing services ranging from commercial, agricultural and consumer banking to wealth management and retirement plan services. Founded in Green Bay in 2000, Nicolet National Bank operates branches primarily in Wisconsin, Michigan, Minnesota and Iowa. The acquisition allows Sunwest to further invest in the Denver market by increasing the bank's client base, branch presence and team of experienced banking professionals. Sunwest initially launched in the Colorado market in 2025.

ECONOMIC INDICATORS

• **Avoiding delivery fees** by picking up food is the top **"broke behavior"** in Utah, according to a survey by **Lenspricer.com**. It asked people about how they are stretching their budgets in response to rising costs. Other behaviors are, in order, using public Wi-Fi instead of mobile data; taking office stationery for personal use; turning off lights obsessively to save electricity; bringing snacks into a movie theater; waiting days or weeks for a sale; ordering the cheapest item on a menu; waiting for payday instead of dipping into savings; taking extra napkins, sauces or condiments for later; delaying routine health appointments due to cost; considering selling something actually needed; reusing something a person probably should not; using self-checkout and "forgetting" to scan something small; checking a bank app like it's social media; and using someone else's subscription or login. Details are at <https://lenspricer.com/news/broke-behaviors-2026-survey>.

• **Water Witch** in Salt Lake City is the top spot in Utah for business executives to go to **celebrate big career wins and milestones**, according to a survey by financial media company **MarketBeat**. It is followed by No. 2 **Side Bar** in Ogden and No. 3 **Communal** in Provo. Details are at <https://www.marketbeat.com/origins/where-do-business-leaders-go-to-celebrate-career-wins/>.

• **Only 31 percent of Utah adults drink alcohol**, according to a study by

Trace One, which has over 30 years of experience specializing in regulatory compliance and PLM solutions for the food and beverage industry. The state's usage peaked in 2014 at 35.5 percent. Nationally, fewer Americans are drinking alcohol than a decade ago. In 2024, 51.1 percent of U.S. adults reported drinking — down from a peak of 56.7 percent in 2014. Interest in non-alcoholic alternatives has surged. Nationally, online searches for products like non-alcoholic beer, "zero-proof" drinks, and mocktails have continued to increase dramatically in recent years, reflecting a broader cultural shift toward wellness and moderation. The study uses the most recent data from the Substance Abuse and Mental Health Services Administration to rank states based on the gap between their peak alcohol consumption and their current alcohol consumption. Details are at <https://www.traceone.com/resources/plm-compliance-blog/states-drinking-less-alcohol>.

FRANCHISING

• **BaseCamp Franchising**, a Salt Lake City-based parent company of upscale thrift brands **Uptown Cheap skate** and **Kid to Kid**, has released its 2026 Franchise Disclosure Documents (FDDs). At Uptown Cheap skate, average gross sales were \$1.4 million and average net income was \$227,000 across franchised locations in fiscal year 2025. Those metrics expanded to \$2.2 million of gross sales and \$423,000 of net income for top quartile franchised locations. Kid to Kid also reported strong store-level performance and saw meaningful growth versus the prior fiscal year. BaseCamp celebrated several milestones in 2025, with the company surpassing \$300 million in systemwide sales and expanding its footprint to more than 280 stores across 32 U.S. states and several international markets. This year, BaseCamp is expected to open 30 to 40 new locations.

GOVERNMENT

• The **Utah Department of Commerce** has established a new working group spearheaded by the Office of the Homeowners' Association Ombudsman (OHOAO). This initiative, identified as one of the tactics in the new State Strategic Housing Plan, aims to identify HOA-related concerns and propose policy changes for future legislative consideration. The working group will dedicate much of the remainder of this year to a listening tour, engaging various stakeholders within the HOA industry to gather insights that will shape future policy decisions and key focus areas in preparation for the 2027 legislative general session and beyond. The group includes homeowners, association representatives, in-

dustry experts and a core team featuring Erin Rider, director of the HOA Ombudsman Office; Steve Waldrup, the governor's senior advisor for housing strategy and innovation; Utah Sen. Wayne Harper; and Utah Reps. Neil Walter, Jill Koford, Jordan Teuscher and Ariel Defay. The group will convene regularly to address pressing issues, provide recommendations, and collaborate on improvement strategies. According to a recent report from Realtor.com, Utah ranks fifth in the nation for the percentage of real estate listings located within a homeowners association. Approximately 80 percent of new home construction in Utah is within an HOA.

MANUFACTURING

• **MityLite**, an Orem-based producer of furniture for the hospitality, event healthcare and senior markets, has begun operations at a new manufacturing facility in Orem. The move expands production and creates 65 jobs. The expansion near 400 North and 1200 West brings the company's Holsag wooden furniture line to Orem. After announcing the shutdown of its Lindsay, Ontario, Canada plant in October, the company hired nearly 65 employees through a job fair in January. About 75 employees in Canada were affected by the transition. MityLite is a division of Orem-based Mity Inc., whose products include Bertolini, MityLite and Broda. Holsag by MityLite manufactures commercial seating for hotels, restaurants, healthcare settings, senior living, government buildings and other public and commercial properties.

PHILANTHROPY

• In celebration of Earth Day, **Parker Migliorini International** (PMI Foods), based in Salt Lake City, announced a donation of over \$13,000 to **One Tree Planted**, a nonprofit organization focused on global reforestation. The partnership will plant another 10,000 trees in the Amazon, as part of an initiative that has planted over 100,000 trees so far. PMI Foods' donation will help reforestation efforts by planting more than 100 U.S. football fields of new growth trees. PMI Foods supplies products to all major international markets and operates across multiple platforms representing three brands: PMI Global Solutions, managing product procurement, sales and logistics; PMI Distribution, supplying the needs of local wholesale markets; and PMI Food Service, which provides a constant supply source while focusing on personalized services and customer-specific adaptation of products and packaging.

• Women across the Salt Lake Valley participated in **"Ab"solute Confidence Pop-Up/Try-On** event April 18-19 at **Lila**

Studio in the Sugarhouse neighborhood. The national women's denim brand gave away 1,000 free pairs of Democracy jeans during the event, designed to celebrate confidence, community and connection. Guests attending the pop-up event were encouraged to bring a "pre-loved" pair of jeans to donate, which were distributed to women in need through the **Fight Against Domestic Violence** organization, which has a mission to raise awareness and generate resources for domestic violence survivors. Democracy Clothing also hosted a special Teachers-Only Pop-Up called the "Afterschool Special" on April 17 at Lila Studio. With valid teacher ID, attendees received a free pair of Democracy jeans along with a personalized fitting experience. The Salt Lake City stop was part of Democracy's "Try-On Tour," following successful events in cities including Jacksonville, Austin, Cincinnati, and Las Vegas.

• Enrollment is open until June 15 for **Bank of America's "Golf with Us"** program, which offers youth ages 6-18 with \$5 tee times via free one-year **Youth on Course** memberships nationwide. Golf with Us is free and open to the first 150,000 new participants who enroll before June 15. The offer unlocks tee times at thousands of courses nationwide at \$5 or less per round. The course list includes Mount Ogden and Timpanogos and Remuda. Last year, over 1,600 Utah kids, many of whom were first-timers, took advantage of the offer and played 3,400 rounds. Over its inaugural year, Bank of America's Golf with Us drew nearly 100,000 youth participants from every state; Washington, D.C.; and Puerto Rico. Of those members, more than 22,000 were girls, including many first-time golfers. Enhanced benefits in 2026 include \$5 golf simulator rentals and free PGA Pro lessons via Youth on Course partners Golf Galaxy and Dick's House of Sport. Throughout the spring and summer, Bank of America will also host thousands of youths at free Golf with Us clinics across the country. Details are at BofA.com/GolfwithUs.

• **Doba**, a Salt Lake City-based company offering a dropshipping platform, has announced an initiative aimed at supporting mom entrepreneurs and is designed to help make it easier to launch and manage an online store through automation, accessible technology and reliable product sourcing. At the center of the initiative is Doba's AI Store Builder, designed to help merchants create a functional, SEO-friendly Shopify store in minutes. Through Doba's dropshipping model, merchants can launch stores and test product categories without purchasing inventory upfront. The platform also provides access to more than 1 million U.S.-local products through a

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Industry Briefs

network of vetted suppliers, helping sellers offer faster shipping and more reliable fulfillment to customers across key retail categories. Doba has also introduced Doba Pilot, an AI-powered dropshipping agent designed to help sellers complete tasks such as product discovery and SEO-optimized listing creation using natural language commands.

REAL ESTATE

• **Cole West**, a privately held, locally owned and operated, Centerville-based real estate development company, has closed on 38 homesites for a new community called **Lone Tree** at 963 S. 200 W., Syracuse. Lone Tree’s single-family homes will range from 3,500 to 5,000 finished square feet with six new floorplans. Development is expected to begin this summer, with both

design and construction led by Cole West. Homes are anticipated to begin selling in early 2027, with prices expected to start in the \$700,000s. Key partners in the transaction include the land seller, **Davis School District**, and broker Brandon Wood of **Northwood Group**.

• **Utah City**, a 700-acre mixed-use development in Vineyard, recently debuted **Bella’s Market** and **Fini Pizza & Café** to serve its earliest residents and the greater Vineyard area. Among Utah City amenities open or planned for the coming months are **Berliner Park**, an all-abilities play destination anchored by Utah’s first and only hot air balloon-inspired structure from award-winning international play designers Berliner Seilfabrik Play Equipment Corp.; **Fini Hoops**, activated through a partnership with Fini Piz-

za’s Fini Hoops initiative, and featuring a fully custom court where community-focused clinics and leagues will play; **Utah City Racquet Club**, offering padel, tennis and pickleball and leagues, lessons, tournaments and social events for players at all levels; **Greenline Waterfront Park** Phase One, currently home to the central play area, the UC Sweat outdoor fitness classes and serving as a hub for year-round events and gatherings, a first phase that will consist of greenery and landscaping, and subsequent additions to include a large event amphitheater, wellness center, off-leash dog park, sand volleyball courts, and a connection to Utah Lake; **Here Here Shops** Phase One, an experiential retail village with a first phase introducing a collection of 10 retail spaces anchored by a central restaurant; and **Corix Dis-**

trict Energy, a scalable network for geothermal heating and cooling distributed to all buildings in Utah City.

RETAIL

• **Hammer & Nails**, a men’s grooming brand, has expanded into the Salt Lake City area with a location in the Miller Crossing shopping center at 5139 Miller Crossing Drive, Herriman. It offers haircuts, beard grooming, and signature hand and foot treatments. The location is owned by **Damien Olson**, who has lived in Herriman for the past seven years and grew up in neighboring Riverton. Olson is an entrepreneur with a background in business ownership, real estate investment and e-commerce operations. Olson plans to expand Hammer & Nails across Salt Lake County over the next six years.

People on the Move

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

ASSOCIATIONS



Tina Hatfield

• **NACM Business Credit Services**, Salt Lake City, has named **Tina Hatfield** of Mountainland Supply as the chairperson of its board of directors. Other new board officers are **Kandie Haymore** of Geneva Rock Products as vice chairperson, and **Heather Hansen** as treasurer. Newly elected board members are Haymore and **Jayne Crosby** of Gritton & Associates. NACM Business Credit Services is an affiliate of The National Association of Credit Management and is an advocate for business credit and financial management professionals. NACM serves as a primary learning, knowledge, networking and an information resource for commercial creditors nationwide.



Kandie Haymore



Heather Hansen



Jayne Crosby



Mark Kohler

HOSPITALITY

• **Powder Mountain** has appointed **Mark Kohler** as chief hospitality officer. In the newly created position, Kohler will oversee all aspects of the guest and member experience with emphasis on Powder Haven, the mountain resort’s private membership and real estate community. Kohler has more than 20 years of luxury hospitality experience spanning private clubs, destination hotels and resort communities across the United States and Caribbean. Kohler joined Discovery Land Co. as the founding general manager of Barbuda Ocean Club before his

most recent role as general manager of Gozzer Ranch Golf & Lake Club in Lake Coeur d’Alene, Idaho. Earlier in his career, he operated seasonal club programming at the Yellowstone Club in Big Sky, Montana, and served in leadership roles at destinations including St. Regis Deer Valley in Park City, the Nantucket Yacht Club, and the Sankaty Head Golf Club on Nantucket Island.

TECHNOLOGY

• **Limble**, a Lehi-based company offering a maintenance and asset management platform, has appointed **Tim Lamb** as chief marketing officer. Lamb will lead Limble’s full marketing organization and work closely with go-to-market leadership to align sales and marketing and accelerate new customer growth. Lamb



Tim Lamb

has nearly two decades of experience building revenue engines for global SaaS companies, most recently serving as senior vice president of growth marketing at Simpro Group. Prior to Simpro, he held marketing leadership roles at PRGX Global, Rubicon Global and Xero, building demand generation and go-to-market capabilities across North America, Europe and APAC.

• **PassiveLogic**, a Holladay-based company focused on physical AI for autonomous buildings, has appointed **Joel Harvill** as chief financial officer. He will lead the company’s financial strategy and operations. Harvill’s expertise includes debt and equity fundraising, capital markets access, financial planning and modeling, treasury services, contract negotiation, syndications, and structuring resilient capital strategies to support long-term growth. He has nearly two decades of experience across private credit, corporate finance, treasury and capital markets, and positions at Rivian, Waymo, AIG Investments, BNP Paribas/Bank of the West, a credit fund owned by CIT Group, and GE Capital. Most recently, he served as vice president of finance at Botrista.



Joel Harvill

Deseret Generation names new president/CEO

The board of directors of Deseret Generation & Transmission Co-operative has announced the selection of Jeff Peterson as its next president and CEO, effective with the announcement late last month.

Deseret is a regional generation and transmission cooperative serving five rural electric cooperatives and other customers in five western states. As a co-operative, Deseret is owned by its five member systems: Bridger Valley Electric in Wyoming, Dixie Power in Washington County, Garkane Energy based in Loa, Moon Lake Electric in Roosevelt and Mt. Wheeler Power in Nevada.

Peterson brings more than a decade of cooperative and energy industry experience, having served as vice president and general counsel of Deseret Power and the executive director of the Utah Rural Electric Cooperative Association.

He has also been a longtime leader of the Utah Rural Caucus at the Utah Legislature. He holds a law degree from Brigham Young University, as well as a BS political science from the University

of Utah. He resides in Highland with his wife Hailey and their five children.

Peterson succeeds David Crabtree, who is retiring after five years as president and CEO and more than 30 years of service at Deseret.

“Energy is the backbone of our rural communities,” Peterson said. “Every day, Deseret Power and Utah rural electric co-operative employees provide safe, reliable and affordable power to our local communities. Our future is grounded in the work of those who came before us, and we’re committed to building on that legacy to benefit the communities we serve.”

“Jeff brings a vast variety of leadership skills and experience that we believe will ensure Deseret’s success into the future,” said LaDel Laub, Deseret’s board chairman. “Jeff understands and is passionate about the cooperative business model and will be a great asset in aligning the needs of the various cooperative members with the resources that Deseret owns, operates or controls.”

Stova announces promotion of Anupam Palit to CEO

Stova, a Bluffdale-based event management technology platform, has announced the promotion of Anupam Palit to CEO.

Palit previously served as the company’s president and chief financial officer.

Former CEO Kirk Ziehm will transition to vice chairman of the company’s board, where he will oversee strategic AI product development and market initiatives.

Palit has over 15 years of experience in the events industry. Prior to his time at Stova, he held leadership roles at Penton (now part of Informa), a business-to-business tradeshow organizer and information services company, and Leap Event Technology, a platform for ticketing, mobile apps and experiential marketing for live events.

“I am excited to step into the CEO role at Stova,” said Palit. “I have never been more confident of Stova’s ability to develop innovative solutions for the market. I look forward to building on the foundation the team has established, continuing to partner with our clients and stakeholders across the entire event ecosystem. It’s

an incredibly exciting time to be in this industry that we at Stova have such passion for.”

“In the last several months, we’ve seen enormous changes in the industry, from widespread technology vendor consolidation to rapidly evolving client experience expectations, to the emergence of agentic AI,” said Ziehm. “I look forward to supporting Anupam in continuing to embrace these ground-breaking opportunities.”

“We greatly appreciate Kirk’s accomplishments over the last three years as a board member and CEO of Stova,” said Michael Biggee, managing partner of Sunstone Partners, Stova’s lead investor. “We are excited for Anupam’s expanded role and appreciative that Kirk will remain on the board to help guide Stova’s long-term strategic trajectory.”

Stova’s platform is to power the full lifecycle of events, irrespective of size, format or complexity. The platform gives event organizers a set of tools to plan, engage, experience and measure their events.

Calendar

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

May 5-7

HIPE (Hill Industry Partner Exchange), offering aerospace and supply chain professionals an opportunity to meet and discuss current issues, trends, lessons learned, technology, requirements, and the future of the U.S. Air Force supply chain. Theme is “Rapidly Changing Environments.” Attendees will hear from industry innovators, academia, state representatives and military keynote speakers. Location is Ogden Eccles Conference Center in Ogden. Cost is \$550. Details are at https://hipeogden.com/?utm_source=luma.

May 5, 11 a.m.-1 p.m.

Business Women’s Forum 2026. Speaker Mindy B. Young, CEO of Constructive Alchemy, will discuss “The Courage to Connect: Leadership That Unites.” 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. Details are at slchamber.com.

May 6, 11:30 a.m.-1 p.m.

Business Alliance, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP needed. Free. Lunch available for purchase. Details are at davischamberofcommerce.com.

May 6, noon-1 p.m.

“Start School,” a Silicon Slopes event featuring Ryan Wedig of Vasion discussing “From a Business Plan to a Global SaaS Platform.” Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

May 7, 8 a.m.-4:30 p.m.

2026 UVU Business & Economic Forum, including sessions focused on maximizing business value; preparing for both planned and unexpected transitions; avoiding costly pitfalls; and understanding what buyers, investors and successors truly look for. Location is Utah Valley University, Young Living Alumni Center, 1062 W. 800 S., Orem. Cost is \$125. Details are at thepointchamber.com.

May 7, 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.

May 7, 10 a.m.

“Business 101: Essential Steps for New Entrepreneurs,” a Women’s Business Center of Utah event that takes place online. Free. Details are at wbcutah.org.

May 11, 7:30 a.m.-5 p.m.

2026 Zions Bank Wasatch Back Economic Summit, presented by the Park City Chamber & Visitors Bureau and the Heber Valley Chamber of Commerce. Theme is “Adapting to Change, Building Resilience.” Keynote topics are “The New Utah” and “Olympic Inspiration and Learnings.” Event also includes breakout sessions. Location is Grand Hyatt Deer Valley, 1702 Glencoe Mountain Way, Park City. Cost is \$100. Details are at <https://www.parkcitychamber.com/wasatch-back-economic-summit/>.

May 11, noon-1 p.m.

“Start School,” a Silicon Slopes event featuring airline executive David

Neeleman discussing “Five Airlines, Four Countries and He’s Still Building.” Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

May 12, 9-11 a.m.

“Pay the IRS Less Without Going to Jail,” a Small Business Development Center event that takes place online. Cost is \$19. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 12, noon-1 p.m.

“Solve The Business Puzzle: Brand Psychology: Increase Your Profits by 30 Percent,” a Women’s Business Center of Utah event that takes place online. Details are at wbcutah.org.

May 13, 10-11 a.m.

“Marketing Playbook: Social Media 101: Building and Maintaining Your Business’s Social Media Presence,” a Women’s Business Center of Utah event that takes place online. Free. Details are at wbcutah.org.

May 13, 11:30 a.m.-1 p.m.

“Chamber Connections,” a Davis Chamber of Commerce event. Location is the Davis Chamber, 450 S. Simmons Way, Suite 220, Kaysville. Details are at davischamberofcommerce.com.

May 13, noon

“Thriving Workplaces that Empower Working Parents,” a Summit County Health Department Green Business Program event that will discuss the Best Place for Working Parents designation, tax credits available to small businesses to help offset childcare costs, and practical policies and strategies to support working mothers. Speakers are Becca Gerber, senior director of community and government affairs at the Park City Chamber; Sara Sargent of Alpine Distilling sharing her experience achieving the Best Place for Working Parents designation and how they’ve created an inclusive and supportive workplace culture; and Paige Mitchell, health educator with the Summit County Health Department’s Health Promotion Division, discussing lactation resources available to employers and employees, along with the county’s Infants in the Workplace program. Location is Park City Library, 1255 Park Ave., Park City. Free. Details are available at Eventbrite.com.

May 13, 4-6 p.m.

“Adaptive Reuse 2.0: Converting Yesterday’s Buildings for Today’s Needs,” a ULI (Urban Land Institute) Utah event. Discussion will explore the next generation of adaptive reuse, with a panel of industry leaders sharing insights into the challenges, opportunities and creative strategies behind the complex conversions. Panelists are moderator Brandon Francom, associate, Think Architecture; Kathy Olson, director of development, Woodbury Corp.; Taylor Toone, senior construction manager, Woodbury Corp.; Chris Parker, director, Giv Communities; and Brandon Blaser, founder and president, Blaser Ventures. Location is Kiln, 1895 E. Roddeo Walk Drive, Suite B200, Holladay. Cost ranges from \$25 to \$40 for members, \$40 to \$55 for nonmembers. Details are at <https://utah.uli.org/events-2>.

May 13, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is Ray Citte, 1677 W. Riverdale

Road, Roy. Free for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

May 13, 6-7:30 p.m.

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

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

Women in Business Luncheon, a Davis Chamber of Commerce event with the theme “She Means Business: Lessons from Entrepreneurial Women. Presenters are Kym Buttschardt of Roosters, Katy Higgins of True Pros Heating & Air and Trish Thomason of Social Buzzerfly. Location is Young Automotive Group Headquarters, 613 W. 500 N., Layton. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

May 14, 4-6 p.m.

BioHive HealthTech Hub Collider: “Where Ideas Crash Together,” an event where ideas crash together to spark breakthroughs. Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at <https://www.siliconslopes.com/c/events/healthtech-hub-collider>.

May 14, 6-8 p.m.

“Business Essentials,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 15, 7:30 a.m.-2 p.m.

Utah County Business Summit, with the theme “The Utah Advantage: Why Here, Why Now, What’s Next?” Location is Utah Valley University, Clarke Building, 800 W. University Parkway, Orem. Cost is \$75 for Utah County Chamber members, \$90 for nonmembers. Everyone is welcome. Details are at thechamber.org.

May 15, 8:30-10 a.m.

“Friday Connections,” a Chamber-West 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.

May 18-21

Red Rock Data Science Data Conference, a gathering for Utah’s data science, ML and AI community. Location is Atwood Innovation Plaza, Utah Tech University, 1453 S. 600 E., St. George. Cost ranges from \$100 to \$500. Details are at www.redrockdatascience.com/red-rock-conference-2026.

May 18, 11:30 a.m.-1 p.m.

“Membership Engagement Event: 2026 Legislative Wrap-Up,” a Point of the Mountain Chamber of Commerce event. Location is Kiln, 2701 N. Thanksgiving Way, Lehi. Free for chamber members Silver and above, \$20 for chamber members Bronze or Business Builder, \$25 for nonmembers. Details are at thepointchamber.com.

May 19, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber of Commerce event. Speaker Jenn Drummond, mountaineer and motivational speaker, will discuss “Limitless: Women Redefining What’s Possible.” Location is WCF Insurance, 100 W. Towne Ridge Parkway, Sandy. Cost is \$23 for members, \$35 for nonmembers. Details are at southvalleychamber.com.

May 19, noon-1 p.m.

“Build a Client Journey,” a Women’s Business Center of Utah event that takes place online. Details are at wbcutah.org.

May 19, noon-1 p.m.

“Start School,” a Silicon Slopes event featuring John Koelliker of Leland discussing “From BYU to Stanford to Forbes 30 Under 30 to Building Leland.” Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

May 20, 8-9:30 a.m.

“Breaking Barriers Over Bagels,” a ULI (Urban Land Institute) Utah event. Theme is “Navigating the Development Process from Community Engagement to Entitlements.” Session will explore how projects move from early community conversations through complex entitlement pathways, highlighting the realities of balancing stakeholder input, regulatory requirements and financial constraints. Location is Parsons Behle & Latimer, 201 S. Main St., Suite 1800, Salt Lake City. Details are at <https://utah.uli.org/events-2>.

May 20, 11:15 a.m.-1 p.m.

“Business Forum: Unreasonable Hospitality,” an Ogden-Weber Chamber of Commerce event. Location is Weber County Commission chambers, 2380 Washington Blvd., Ogden. Free for chamber members, \$10 for nonmembers. Details are at ogdenweberchamber.com.

May 20, 11:30 a.m.-1 p.m.

Business Alliance, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP needed. Free. Lunch available for purchase. Details are at davischamberofcommerce.com.

May 20, 5:30-6:30 p.m.

Tax Planning Clinic, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 20, 6-8 p.m.

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

May 21-22

Accelerate Summit, presented by Pattern and focused on the future of global e-commerce. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$600. Details are at <https://www.accelerationsummit.com/>.

May 21, 8:30-10 a.m.

Women in Business Breakfast, a South Salt Lake Chamber of Commerce Women in Business event. Speaker Celeste Edmunds, executive director of the Christmas Box International, will discuss “From Survival to Purpose: A Story of Resilience, Leadership and Hope.” Location is Salt Lake Culinary Education, 2233 S. 300 E., Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at sslchamber.com.

May 21, 11:30 a.m.-1 p.m.

Mayors Luncheon, a Davis Chamber of Commerce event. Location is Davis Tech College Allied Health Building, 435 S. Simmons Way, Kaysville. Details are at davischamberofcommerce.com.

May 21, 6-9 p.m.

“Under One Sky” America250 Awards Gala, a Salt Lake Chamber event honoring individuals and organizations whose leadership has significantly strengthened the fabric of Utah and the nation. Event will also include a special recognition of Utah businesses that have operated for more than 100 years. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$300. Details to be announced at slchamber.com.

May 21, 6-7:30 p.m.

“AI Productivity and Marketing Workshop,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 21, 6:30-8 p.m.

“How to Start a Business 101,” a Small Business Development Center event. Location is Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 22, noon-1 p.m.

“Start School,” a Silicon Slopes event featuring Brock Blake discussing “\$1 Billion to 50,000 Small Businesses and Counting.” Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

May 26-27

Project Alta: The 47G AAM Summit, a 47G event, in partnership with the Governor’s Office of Economic Opportunity and the University of Utah and focused on scaling aircraft production and activating the infrastructure required for deployment. May 26 focuses on the supply chain, manufacturing ecosystem and production readiness required to bring advanced air mobility aircraft to market at scale. May 27 centers on the infrastructure and integration required to operationalize advanced air mobility. Location is Ken Garff University Club at Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Cost is \$50 for 47G members and \$100 for nonmembers for the full summit; \$30 for members and \$60 for nonmembers for single days. Details are at <https://www.47g.org/projectaltasummit/>.

May 26, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Speakers Reid Thompson and Cecily Kiss of the Ogden Downtown Alliance will discuss “Building Connections, Collaboration & Community.” Location is Jeremiah’s Lodge & Garden, 1329 W. 12th St., Marriott-Slater-ville. Cost is \$25 for members and first-time guests, \$35 for nonmembers. Registration deadline is May 19 at noon. Details are at ogdenweberchamber.com.

May 26, noon-1 p.m.

“Massive Marketing Mistake You’re Probably Making,” a Women’s Business Center of Utah event that takes place online. Details are at wbcutah.org.

May 27 and June 2

“AI Master Class,” a Salt Lake Chamber event. First session May 27 at 1:30-3 p.m. is “AI 101: From Hype to Practical Business Value” and takes place online. Second session June 2 at 9-11 a.m. is “Operationalizing AI, From Use Case to Scaled Deployment” and takes place at the Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Presenters are Aaron Rieke, senior partner at Clarion AI Partners and a lawyer-technologist; and Brennett B. Borden, founder and CEO of Clarion AI Partners, lawyer, data scientist and global authority on the legal, technological and business implications of artificial intelligence. Cost is \$49 for individual sessions, \$75 for both. Details are at slchamber.com.

May 27, 11:30 a.m.-1 p.m.

“Chamber Connections,” a Davis Chamber of Commerce event. Location is the Davis Chamber, 450 S. Simmons Way, Suite 220, Kaysville. Details are at davis-chamberofcommerce.com.

May 27, noon-1 p.m.

“Start School,” a Silicon Slopes event featuring David Bradford discussing “Two Forbes Fastest-Growing Companies, a Lifetime Achievement Award and He’s Still Building.” Location is Silicon Slopes, 2600 W. Executive Parkway, No. 140, Lehi. Details are at siliconslopes.com.

May 27, 5-6 p.m.

Legal Workshop (in English and Spanish), a Small Business Development Center event. Location is Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 27, 6-7 p.m.

“Facebook/Instagram Ads: Create and Manage Ads Like a Pro,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

May 28, 6-7 p.m.

Intellectual Property Clinic, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

June 3, 11:30 a.m.-1 p.m.

Business Alliance, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. No RSVP needed. Free. Lunch available for purchase. Details are at davischamberof-commerce.com.

June 3, 5-7 p.m.

“Business After Hours,” a Salt Lake Chamber event. Location is Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City. Free for members and \$30 for nonmembers until May 29, \$20 for members and \$40 for nonmembers the week of the event. Details are at slchamber.com.

June 10, 7 a.m.-3 p.m.

Annual Golf Classic, a ChamberWest members-only event. Location is Stonebridge Golf Club, 4415 Links Drive, West Valley City. Details to be announced at chamberwest.com.

June 10, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is Jo Jo Bowls, 252 25th St., Ogden. Free for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

June 11, 8:30 a.m.-5 p.m.

“Employer Tax Workshop,” a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College. Cost is \$24. Details are at <https://clients.utahsbdc.org/events.aspx>.

June 11, 8:30 a.m.

Women in Business Breakfast, a South Salt Lake Chamber of Commerce event. Speaker Cherie Wood, mayor of South Salt Lake, will discuss “People-Centered Leadership.” Location is Salt Lake Culinary Education, 2233 S. 300 E., Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at sslchamber.com.

June 17, 8 a.m.-5 p.m.

“Build Your Custom AI Business Assistant, and Turbocharge Your Business,” a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College. Cost is \$59. Details are at <https://clients.utahsbdc.org/events.aspx>.

PUBLIC NOTICES

Notice is hereby given that on the **13th day of May, 2026 at 10:00 a.m.** in the Davis County Administration Building at 61 South Main Street, Farmington, Utah 84025, Room 303. The Davis County Controller, Scott Parke, will offer for sale at public auction and sell to the highest bidder pursuant to the provisions of Section 59-2-1351.1 Utah Code, the following described real property located in **Davis County** and now delinquent and subject to tax sale. No bid less than the total amount of taxes, penalties, interest and costs which are a charge on the real estate will be accepted.

- 01-113-0049** Abel, Joe Shannon & Dauneen, **Property address:** 149 South 350 East, North Salt Lake, UT .26 acres \$1,813.05
- 02-173-0010** Green, Steven R & Kristine C, **Property address:** Centerville, UT .01 acres \$122.70
- 03-038-0029** Eggett, Jeri Ann, **Property address:** 1260 South 200 West, Bountiful, UT .49 acres \$12,410.86
- 03-114-3202** Richey, Joshua, **Property address:** 650 South Main Street #3202, Bountiful, UT .00 acres \$9,122.86
- 04-046-0034** Barela, Manuel Joe Jr, **Property address:** Mountain Side close to Bountiful, UT 9.40 acres \$1,556.55
- 04-046-0036** Salcido, Merardo, **Property address:** Mountain Side close to Bountiful, UT 5.15 acres \$955.86
- 05-022-0037** Rawson, Laprele, **Property address:** 2332 South 300 East, Bountiful, UT .33 acres \$33,256.02
- 05-066-0205** Hatch, Kenneth L, **Property address:** 571 East Chelsea Drive, Bountiful, UT .449 acres \$47,891.02
- 05-069-0023** Rasmussen, Cory A, **Property address:** Bountiful, UT .308 acres \$3,096.61
- 05-071-0010** Salazar, Evelia C, **Property address:** Bountiful, UT .193 acres \$1,401.57
- 06-033-0029** Bobs Tree Service Incorporated, **Property address:** Woods Cross, UT 5.071 acres \$75,017.60
- 06-034-0168** Illing, Carol Anne, **Property address:** West Bountiful, UT .05758 acres \$470.99
- 06-249-0012** Uplinger, Jennifer A, **Property address:** 1561 South 1450 West, Woods Cross, UT .18 acres \$16,000.47
- 08-010-0127** GMW Development Inc., **Property address:** Kaysville, UT .01 acres \$117.91
- 08-049-0080** Gordon, Michelle E, **Property address:** 1467 N Cherry Blossom Drive, Farmington, UT .33 acres \$13,706.32
- 08-347-0208** Haun, Andrea, **Property address:** 516 South 1175 West, Farmington, UT .81 acres \$33,512.24
- 08-639-0001** Clark, Andrew Ellsworth & Megan Oshea, **Property address:** 368 West State

- Street, Farmington, UT .46 acres \$15,148.97
- 09-053-0036** Halls, Kenneth C & Susan E, **Property address:** Layton, UT .148 acres \$872.91
- 09-067-0322** Young, Frank, **Property address:** 2264 North 2650 East, Layton, UT .28 acres \$20,954.50
- 09-171-0061** Tingey, Merrill & Nicole, **Property address:** Layton, UT .02 acres \$125.78
- 09-226-0002** Esskay Investment Company – ETAL, **Property address:** 2137 North 2800 East, Layton, UT .349 acres \$10,835.80
- 09-310-0004** Gilleland, Brooke, **Property address:** 2475 East 1900 North, Layton, UT .00 acres \$5,477.02
- 10-139-0031** Peterson, Mikyong, **Property address:** 1121 North 150 West, Layton, UT .14 acres \$9,786.85
- 11-002-0080** Shurtliff, Robert L, **Property Address:** Layton, UT .05 acres \$239.49
- 11-232-0920** Dorius, Val E, **Property address:** 1005 E 750 South, Layton, UT .162 acres \$14,025.73
- 12-325-0730** Dorius, Val, **Property address:** 1403 North 2525 West, Layton, UT .19 acres \$13,114.11
- 12-660-0312** Gougousis, Chris Tony & Tricia Macy-Chan, **Property address:** 3001 South 1325 West, Syracuse, UT .34 acres \$20,764.52
- 12-726-0002 - 12-726-0007** CEMKG LC, **Property address:** 2107 West 1700 South, Syracuse, UT 1.344 acres \$59,408.28
- 13-057-0005** Graham, Shawn D, **Property address:** Sunset, UT .025 acres \$156.16

The above amount is representative of the taxes, penalties, and interest through May 13, 2026. It does not include any costs related to the sale such as advertising, mailings or title reports. For a current payoff, please contact the Davis County Treasurer’s office @ 801-451-3243. Payments may be made in the form of check or cash or Card payment including processing fee.

Once the County Auditor has closed the sale of a particular parcel of property as a result of accepting a bid on the parcel, the successful bidder or purchaser of the property may not unilaterally rescind the bid. The County legislative body, after acceptance of a bid, may enforce the terms of the bid by obtaining a legal judgment against the purchaser in the amount of the bid, plus interest and attorney’s fees. Section 59-2-1351.1

Keep in mind that the sale is a “buyer beware” sale. If you purchase property, you will later be provided with a recorded Tax Deed, which is similar to a Quit Claim Deed. It is your obligation to have researched each property you’re interested in.

LEGAL NOTICE DEADLINE

Monday by 5 P.M.

week of publication

Submit legal notices to:

Clientservices@thecityjournals.com

CAREERS

LEAD APPLICATIONS ARCHITECT

Swire Pacific Holdings, Inc. DBA Swire Coca-Cola, USA seeks an Lead Applications Architect, to design, architect, develop, implement and maintain new features and improvements to custom enterprise software applications using Azure Services. Manage and direct entire application lifecycle using DevOps process and Agile methodology from development to test through production. Identify and adopt modern tech stack, tools and standards. Maintain and migrate applications on to Azure, On premise and hybrid cloud. Plan, prioritize, manage and coordinate with team members, stakeholders, business and senior management to complete all identified work intake requests within the defined budget, timelines and any constraints. Resolve any reported production issues and concerns in time based on priority. #LI-DNI

Position requires a Master’s degree in Computer Science or equivalent field, and 3 years of experience in Software Engineering. Proficiencies must include a minimum of: experience with C#; experience with ASP.Net core; experience with Blazor; experience with React; experience with HTML 5; experience with CSS; experience with Web API; experience with Docker; experience with MS Azure Services (Cloud, Portal, App, Configuration, DevOps, Blob Storage, Cosmos DB, Active Directory, Service Bus and Communication Services); experience with Infrastructure as Code (IaC) using Bicep or Terraform; and experience with Agile. #LI-DNI

Job location: Draper, UT.

To apply, please visit <https://jobs.dayforcehcm.com/en-US/swirecc/CANDIDATEPORTAL> and enter job requisition number 22968 when prompted. Alternatively, please send your resume, cover letter, and a copy of the ad to: Amber Ivie, 12634 South 265 West, Draper, UT 84020.

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