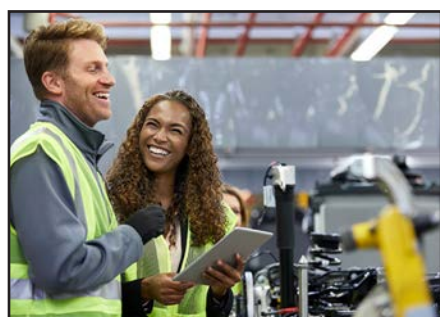


OF NOTE



A beehive of good jobs

Utah is ranked as the best state in the nation to have a job, according to market research firm TOP Data's "Best and Worst States for a Job in 2022" report. The ranking is based on 51 satisfaction and opportunity metrics, including job market, compensation and benefits, business-friendliness, state economy and quality of life. Sixty-two percent of Utah's population has health insurance fully funded by an employer, tops in the nation.

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page 11

Sentinel project settling in for decades-long run in Roy

Brice Wallace
The Enterprise

Many Utah companies are scrambling to find qualified workers to meet their needs for the next week, the next month or the next year.

Imagine handling that challenge and extending it by a half-century.

That's what Northrop Grumman Corp. is facing as it develops its "Sentinel" program, a weapons program to replace the Minuteman III nuclear-armed intercontinental ballistic missiles that first became operational in 1970. The LGM-35A Sentinel is the new name for what had been called the Ground Based Strategic Deterrent, or GBSD.

Construction on the company's Sentinel headquarters in Roy is nearly complete, and the company expects the Sentinel program to employ thousands of people there and elsewhere until at least 2075.

"If we step back and we think about it, many of the engineers and technicians that will maintain and upgrade the Sentinel weapons system for many years in the future haven't been born yet," Frank DeMauro, vice president and general manager of the strategic deterrent systems division for Northrop Grumman's space systems sector, said at the recent "Utah's Defense Sector: The Next Decade" defense and aerospace industry event in Layton.

"Many of those people will come



This U.S. Air Force illustration shows the LGM-35A Sentinel, successor to the Minuteman III nuclear weapons system. Construction on Northrop Grumman Corp.'s Sentinel headquarters in Roy is nearly complete, and the site will be the base for Northrop Grumman's workforce and the nationwide team supporting the Sentinel program.

through the education system in Utah and eventually be strong players in the advancement of our weapons system in the future. The opportunity is great, and the future is bright."

Northrop Grumman's predecessor

see SENTINEL page 14

Workers would take less pay for different benefits

Small and midsize employers largely aren't offering the benefits employees value most, according to a report released by PeopleKeep, a Salt Lake City-based provider of personalized benefits for small to midsize organizations.

The report, which features data from more than 300 small to midsize employers as well as more than 900 of their employees, unveils discrepancies between the benefits employers offer and the benefits employees actually value.

The study found that 65 percent of employees said they value being able to choose their own benefits, but only 36 percent feel they have a say at their current company. Forty-two percent of employees said they'd rather have an additional benefit than a monthly \$200 wage increase and 82 percent of employees said that the benefits package an employer offers is an important factor in whether or not applicants accept a job with an organization, while only 66 percent of employers surveyed think it's important.

While 63 percent of employees said mental health benefits are important, only 5 percent of employers said they offer mental health benefits.

The data featured in the report was collected via an online survey in May 2022 and

see BENEFITS page 14

Nearly half of Utah sellers are dropping home prices

As a sure sign of a cooling home sales market, price reductions have become common in Utah in the past few months, according to new report from Redfin (redfin.com), an technology-powered real estate brokerage. Provo, Salt Lake City and Ogden all were in the top 10 metros nationwide for home price drops.

Nearly half (47.8 percent) of homes for sale in Provo had a price drop in May, the highest share of the 108 metropolitan divisions in the analysis. Tacoma, Washington, had about the same share of price cuts, at 47.7 percent. Next came Denver (46.9 per-

cent), Salt Lake City (45.8 percent) and Sacramento (44.3 percent). Boise (44.2 percent), Ogden (42.6 percent), Portland (42 percent), Indianapolis (41.9 percent) and Philadelphia (41.2 percent) round out the top 10.

Provo, Boise, Salt Lake City, Sacramento and Ogden were also the top five metros with the biggest increase in the share of listings with price drops from a year earlier. Roughly 12 percent of listings in Provo and Boise had a price drop in May 2021 and it was around 20 percent in Salt Lake City, Sacramento and Ogden.

Many of the metros with the biggest share of price drops in May had outsized price growth during the pandemic because they were hotspots for people moving in from other parts of the country.

"There are two kinds of sellers in today's market: Those who already know the market has cooled and those who are learning about the cooling market as they go through the selling process," said Daryl Fairweather, Redfin chief economist. "The

see HOMES SALES page 14



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Study: 48% of tech workers consider changing jobs due to lack of upskilling resources

Nearly half (48 percent) of tech workers have considered changing jobs because they are not given sufficient resources to develop tech skills, according to a report released by Pluralsight, a technology workforce development company based in Draper. Additionally, 75 percent of respondents agreed that their organization's willingness to dedicate resources to developing their tech skills affects their plans to stay with the organization.

KT Tape names Jessica Klodnicki new CEO

KT Tape, an American Fork-based provider of drug-free pain relief products, has announced the company's board of directors has appointed Jessica Klodnicki as its new CEO. Klodnicki comes to KT Tape with extensive professional experience in the outdoor brands and consumer products industry, the company said in a release.

"We are thrilled to welcome Jessica to KT Tape," said Mark Schwartz, director and CEO of Palladin Consumer Retail Partners, KT Tape's majority shareholder. "Her extensive industry expertise, leadership prowess and collaborative energy make her the perfect choice to lead the company through its next chapter of continued growth and innovation."

Prior to joining KT Tape, Klodnicki most recently served as the chief marketing officer at Skullcandy, a Park City audio products brand. Her work at Skullcandy earned her a spot on the 2022 Forbes Entrepreneurial CMO top 50 list.

Klodnicki's additional career highlights include serving as the general manager for a portfolio of outdoor brands for Vista Outdoor, including CamelBak, Bell Helmets, Blackburn Accessories, Raskullz & Krash helmets, Co-Pilot child trailers, and Camp Chef outdoor cooking. She formerly worked with Mizuno USA as vice president of marketing and brand management across its portfolio of golf, running and team sports equipment, footwear, accessories, and apparel. Klodnicki has also led product and marketing across a variety of consumer product categories.

"I am honored to join the brand that revolutionized drug-free pain and injury treatment with its leading kinesiology tape and recovery products," said Klodnicki. "As an avid outdoor enthusiast myself, I am excited to work with the team to grow the brand to help athletes at all levels continue to perform and enjoy the sports they love across the full spectrum of their fitness journey."

Klodnicki currently serves on the boards of directors for Gathr Outdoors; The Pro's Closet, a commerce retailer for the cycling industry; and on the board of directors for the International Mountain Bicycling Association. She has previously served on the board of directors for several other nonprofit organizations: Protect Our Winters, People for Bikes, Camber Outdoors and the Park City Chamber of Commerce and Visitors Bureau. She holds a bachelor's degree in communications from the University of West Florida and an MBA from Emory University.

ers in the United States, Europe, Australia and India on the most current trends and attitudes around skill development.

Pluralsight said there is a growing skills gap that is affecting the entire tech industry. According to the U.S. Bureau of Labor Statistics, job openings in the tech industry are projected to grow 13 percent from 2020 to 2030, faster than the average for all occupations. McKinsey says finding tech talent will be a "formidable challenge" in the years to come.

"Companies of all sizes around the globe are facing growing pressure to attract and retain skilled technologists," said Gary Eimerman, general manager of Pluralsight Skills. "The Great Resignation has made tech employee attrition a boardroom-level discussion. With the need for tech jobs rapidly outpacing the number of qualified candidates, it's clear that hiring your way out of this talent crunch is not an option. Instead, organizations must invest their resources in upskilling and reskilling their current employees."

The study also found that cybersecurity is the area with the largest skills gaps among respondents, replacing cloud computing as the top-ranking area of focus for individuals and organizations in 2022. Forty-three percent of respondents ranked cybersecurity as their top skill concern while 39 percent of respondents ranked cloud computing as their top skill concern. In 2021, 39 percent of respondents ranked both cybersecurity and cloud computing as their top skills gaps.

Similarly, 44 percent of respondents in the 2022 study listed cybersecurity as the skills gap that poses the greatest threat to their organization. Beyond cybersecurity and cloud computing, data storage (36 percent) and network infrastructure (28 percent) are some of the top skills gaps in 2022.

According to the survey, only 36 percent of all organizations are allocating dedicated work time for learning, with only 32 percent of tech companies designating work time for learning. The majority (91 percent) of respondents want to improve their tech skills to fulfill personal career goals. Additionally, 86 percent of respondents want their tech skills to align with their organization's overall strategy.



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Two Utahns named regional Ernst & Young Entrepreneurs of the Year

Two Utah business leaders have been named recipients of Ernst & Young's 2022 Entrepreneur of The Year award for its Mountain West region.

Josh Eckman, founder and CEO of Salt Lake City-based medical device company Carterra; and Bret Rasmussen, founder and CEO of Murray's KURU Footwear, received the honor.

Thirteen other company heads were named in Ernst & Young's Mountain West region, which includes Alaska, Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyo-

ming.

"Through these awards, we honor the ingenuity and drive of this outstanding group of leaders," said Shawn Goff, Mountain West program co-director. "They have persevered to make their visions become a reality, and I know they will benefit from being part of our Entrepreneur of the Year community."

The winners were selected by an independent judging panel comprised of award alumni, leading CEOs, investors and other regional business leaders. Winners were evaluated based on their demonstration of long-

term value through entrepreneurial spirit, purpose, growth and impact, among other core contributions and attributes, Goff said. "Since its launch, the program has expanded to recognize business leaders in more than 145 cities in over 60

countries throughout the world who are building a more equitable, sustainable and prosperous world for all."

Regional award winners will be considered by the national judges for the Entrepreneur of The Year 2022 national

awards, which will be presented in November at the EY's annual Strategic Growth Forum. The Entrepreneur of The Year national award winner will then move on to compete for the EY World Entrepreneur of The Year Award in June 2023.

Gruppo named CEO/pres. of CoNextions

CoNextions Inc., a medical device company specializing in in tendon repair and based in Salt Lake City, has named Daniel Gruppo as president and CEO. Jeff Barnes, who has served as CEO since May 2017, will continue as executive chairman of the board of directors.

Gruppo has more than 14 years of senior management experience, including strategic plan development and execution at medical technology company Stryker. Prior to joining CoNextions in 2016, Gruppo was vice president of sales and marketing

at Stryker Trauma and Extremities.

"Dan's management experience at Stryker, coupled with his sales and marketing acumen, make him well-suited to assume this role," said Jeff Barnes, executive chairman of the board at CoNextions. "Erik Kubiak, founder and board member of CoNextions, and I are confident that Dan can make CoNextions the company we envision."

"I am very excited to be taking on the role of president and CEO of CoNextions and to lead the dedicated and talented team

there," said Gruppo. "I believe that as we go to market with the CoNextions TR tendon repair system, CoNextions and its surgeon partners and customers will truly revolutionize tendon repair. The early surgeon feedback has me more excited than ever for the future of CoNextions."

CoNextions Medical is currently launching the CoNextions TR system throughout the United States and select other countries. The device is marketed by a network of orthopedic distributors focused on hand, wrist and forearm surgery.

Brodsky Built launched

Murray-based Hamlet Homes has been sold to four of its senior employees and split from its development arm, Hamlet Development. Former owner Michael Brodsky will maintain ownership of the development business under the name Brodsky Built. The homebuilding company will continue under the ownership of Barry Gittleman, Elliott Jenkins, Jon Southern and Philip Mosher.

Hamlet Development, which was created in 1994, has been the development company providing finished lots to Hamlet Homes and other builders across the Wasatch Front. The name change is an effort to eliminate confusion over the continued operations of Hamlet Homes and the development company, Brodsky said.

"It's bittersweet to formally make this name change," said Brodsky. "We've had tremendous success with Hamlet Homes and Hamlet Development over the past three decades. I'm proud of what our team accomplished in the past, and I'm excited to see the continued success of Hamlet Homes under new ownership."

Brodsky said the development company will continue to take on similar housing and commercial projects, as well as providing finished building lots to builders. After completing voluntary cleanup programs in five different developments over the past 17 years with the Utah Department of Environmental Quality (DEQ), Brodsky will exercise his expertise in brown-fields cleanup going forward.

Brodsky founded Hamlet Development in 1994 and developed three neighborhoods in Sandy and Murray that first year. Since then, the company has developed more than 5,100

building lots in 67 different neighborhoods for both Hamlet Homes and other local home builders. Over the years, Brodsky has also built over 120,000 square feet of office buildings in Murray and Park City.

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The Enterprise

UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:

Enterprise Newspaper Group

825 North 300 West, Ste. NE220

Salt Lake City, Utah 84103

801-533-0556 FAX 801-533-0684

www.slenterprise.com

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Subscription Rates:

Online only, \$65 per year

Print only, \$75 per year

Online and Print, \$85 per year

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Periodical postage paid at Salt Lake City, Utah

POSTMASTER: Send address corrections to:

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Seven tools for leading in today's uncertain world

Well, here we go again!

Just when you thought the worst calamity of your life had faded into pandemic past-tense, you are faced with the worst inflation in 40-plus years, more violence and civil unrest since the days of the wild West, an autocratic despot who has invaded his neighbor and threatens nuclear war and an apparent absence of national and world leadership in facing these and other gritty issues.

What is your role in dealing with the fears and uncertainties that face your business, your family, your life?

As leaders, we are each faced with the challenge of maintaining stability in an increasingly unstable world. We are caught on the horns of a dilemma, wanting on one hand to provide a clear, optimistic message to our stakeholders, while realistically assessing rapidly emerging realities which we have never seen before. This presents stresses for both ourselves and our teams that often manifest themselves in mental and emotional health concerns.

More than ever, leaders need effective strategies for taking care of themselves and their teams. Here are seven things that will help you to lead in these uncertain times:

1. Acknowledge that there are things that you can control — and things that you cannot.

Consternation over uncontrollables can eat you alive and you must control this, both for yourself and others. A singular focus on your controllables generally will help and will be far more productive than dwelling on that which you can't control.

2. That said, those concerns that are outside of your control (like inflation, for instance), still should be discussed among your stakeholders (executives, employees and/or family members).

A fear that is not discussed is generally more problematic, and even more dangerous, than one that is openly considered. For instance, while we have little influence on the economic policies that impact inflation, you can likely find creative ways to address inflation's impact on your business.

Often, getting uncertainties on the table with your people will lead to the discovery of new and exciting opportunities that might not have emerged without the stimulus provided by the crisis.

Although no one would have hoped for our current challenges, they may well ultimately make you stronger.

Such discussions also provide you, the leader, with the opportunity to reassure your stakeholders that the "captain is on the bridge" and that you are ready to weather the storm.

3. Become an asker and listener.

Remember: No one knows everything — and that includes you! Most leaders

struggle with this, as it requires that you keep your ego in check. But if you learn to ask good questions, you'll find that your people will often provide you with the best answers to address the challenges you face.

4. Stay focused on both the tasks to be accomplished and the people who will accomplish them.

Renowned author and organizational behavior expert Edgar H. Schein wrote in his book *Humble Inquiry* that Americans are largely task-oriented, believing strongly that success is a function of work accomplished. An overemphasis on this, however, can lead to a tyrannical form of uncaring leadership that is ultimately destructive. On the other hand, a leader who overemphasizes relationships may create an environment of positive feelings while the work fails to be done.

An appropriate mix of task and relationship orientation will keep your eye on both critical outcomes as well as caring for the people who are responsible for creating those outcomes. Care at least as much about people as tasks.

5. While addressing immediate concerns, don't lose the long view. Don't let today's crises distract you from your purpose, mission and values.

Current issues often stir up deep emotions of fear, anger and discontent. These can lead to any of three undermining counterfeit behaviors: fight, flight or freezing in place. When these behaviors manifest themselves in the workplace, they must be addressed. This is always a clarion call for leadership to return to why your business exists, where you are going, and what you believe in.

6. Choose courageous



see TYSON page 14



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Succeeding in Your Business

One more thing America needs from its media

After last week's column on the need for more slapstick comedy from our entertainment media, I am emboldened to write on a related subject, something else we need from our media right now if America is to get through the coming tough years: More positive role models — what we used to call "heroes."

Maybe it's just me, but it seems that most recent movies are really down on author-

ity figures, especially American ones. Today, any sort of authority is something to be not only questioned (as it should be) but laughed at, mocked and demonized.

Whenever government officials, corporate executives and other American leaders and authority figures are depicted in the movies, they are invariably portrayed as clueless at best, evil at worst. In "The Social Network," Facebook founder

Mark Zuckerberg is not portrayed for what he really is — an American entrepreneurial hero — but as an almost pathological individual who stomped all over his friends in order to build one of the fastest-growing media companies in the world today. And don't get me started on Gordon Gekko.

The only exceptions are outsiders who challenge the established (American) order on behalf of certain types of people. The movie "Amelia" portrays Amelia Earhart not as an American heroine but as an early feminist mak-

ing her mark in a male-dominated activity (aviation).

And that's OK, to a point. It's great to live in a country where the media can criticize political or business/economic leaders and show they (sometimes, not always) make bad decisions and do not-nice things. It's great to live in a country where the media can satirize social and religious values and show how hypocritical they (sometimes, not always) can be. I'm sure many filmmakers in China, Russia and the Islamic world would kill to have the freedom to do that in their countries.

The problem is that today there is no counterbalance — no media showing America in a positive light or portraying us as Americans rather than members of a particular ethnic minority, sexual orientation or other identity group. Instead of "e pluribus unum" (out of many, one), we are getting "ex uno, multis" (out of one, many) or even "e pluribus, etiam plus" (out of many, even more).

The stories our media has told us over the past few decades have overemphasized our differences, our impotence in the face of adversity (unless we have superhuman powers like Iron Man or Dr. Strange). If a character says something positive about America, or demonstrates patriotism, he or she almost certainly has a screw loose.

I cannot think of a recent movie, television program or rock opera that celebrates American culture, history or values without irony. Tell the truth: Just once, wouldn't you like to see a movie or television program reinforcing the idea that Americans are smart and strong, and those who hate or oppose America are weak, clueless and exploitative?

OK, you may have a point with "Top Gun: Maverick." I haven't seen it yet, so I can't pass judgment, but I can't help wondering how many Hollywood A-listers turned down the opportunity to star in a movie that takes a positive spin on the U.S. military. Dare I hope "TGM" is the start of something big?

There has always been plenty of media that criticized or satirized American values, culture and public policy — remember "Dr. Strangelove"? Yet until recently, we also had plenty of media showing authority figures as positive role models, despite their flaws: Think John Wayne in "Stagecoach" or "The Green Berets," Mickey Rooney as "Young Tom Edison" or Bing Crosby and Spencer Tracy as clergymen who never, ever abused kids. (Well, except for punching in the nose those who needed a little "tough love.")

Looking at today's media, it is hard to escape the message that America is an evil country (or "empire," which it has never truly been), with corrupt leaders and dysfunctional people, whose every move is weak, clueless and/or exploitative. That message — repeated over several decades — has turned America's young people cynical and is convincing the rest of the world that our nation and its values have passed the sell-by date. Ask the Ukrainians what happens when the wrong people get that message.

Memo to Hollywood: We need more genuine American heroes and heroines. Not just for some of us but for all Americans, regardless of race, color, creed,

see ENNICO page 15



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Salt Lake City-based **Hero Defense Systems LLC**, a designer and manufacturer of personal defense products, has released a new close-proximity defense device named **AIIRO**. The device is designed for consumers and professionals as a close-contact personal defense system.

AIIRO's design was awarded the Personal Protection Product of the Year award by American Outdoors at the Shot Show 2022 in Las Vegas.

About the size of a smartphone, AIIRO can be concealed in a pocket, purse or bag for self-defense use in a variety of situations.

HERO AIIRO uses nitrogen power to fire blasts of sticky and debilitating pelargonic acid vanillylamide, a synthetic capsaicinoid, in a gel compound at over 100 miles per hour. The effects are immediate with painful burning sensations on the skin, difficulty seeing and intense coughing and discomfort. Effects last up to an hour, giving the user the time to get to safety and find help.

"AIIRO offers an affordable solution for consumers and professional agencies alike looking for ways to feel safer while driving, at work, at school and everywhere in-between," Hero Defense Systems said. "A safe and legal alternative to firearms, AIIRO has no long-term effects, with a simple design anyone can use."

"We're so proud to be delivering AIIRO to our customers," said **David Clemons**, co-founder and CEO of Hero Defense Systems. "Our engineering and patent processes took much longer than we wanted, but it's been worth the wait. This is definitely a new category of self-defense product, and AIIRO is already an award-winner."

Backcountry, an outdoor retailer based in Park City, has launched **Outervention**, a campaign encouraging its customers to unplug from the daily grind, connect with nature and try new activities outdoors.



Backcountry

The campaign kicked off with the launch of the short film "Outervention Costa Rica." The film introduces the campaign through the story of a Backcountry customer disconnecting from her daily life, finding a new passion and rediscovering what she lives for. "With the increasing norm of fast-paced work environments, countless stressors and a recurring list of responsibilities, the burnout rate is spiking across the country," said Backcountry CEO **Melanie Cox**. "Not

only does the campaign serve as a reminder to live in the moment, but it will also include opportunities for us to send some of our customers on incredible trips."

Guard Dog Solutions Inc., which does business in Salt Lake City as guardDog.ai and is a provider of cybersecurity protection, has introduced **Fido v3**. The new version includes technology for containerized management that helps overcome supply chain issues and provides product options in cloud environments. The new version also expands guardDog.ai's Attack Service Management and real-time threat elimination services to any size of deployment. "We are extremely pleased to bring forward our first containerized management and fully virtual Fido alternatives for getting installations connected to guardDog.ai's advanced threat elimination technology," said Peter Bookman, guardDog.ai CEO. "We are passionate about helping businesses of every size achieve full and proactive capability." An IT provider can now deploy and manage Fido protection for thousands of networks and users from a single location.



Salt Lake City healthcare technology developer and manufacturer **Novarad** has received FDA 510(k) approval for its **VisAR** augmented reality surgical navigation system. That means the system is enough like a previously approved device to be marketed without further FDA scrutiny.

NOVARAD VisAR is a precision-guided intraoperative spine surgery device that transforms a patient's imaging data into a 3D hologram which is visible through an optical visor and superimposed onto the patient with submillimeter accuracy. This allows the surgeon to focus directly on the surgical objective without looking away at a separate monitor. "This is transformational technology that provides the precision of a robot, the portability of a stethoscope and the versatility of human-powered intelligence," said **Dr. Wendell Gibby**, Novarad CEO and co-creator of VisAR. Gibby compared VisAR to a surgical GPS.

SixFifty Technologies, a Midvale-based provider customized legal contracts, policies and documents, has announced its **50 State Hiring Kit**, which it said makes the process of hiring in an increasingly remote working world more efficient and cost-effective. Built for human resources and legal teams, employers may select the states in which they wish to hire and the software automatically generates a comprehensive document explaining the relevant laws and action items to conduct business and maintain an employee in that state. "SixFifty's hiring kit is the ultimate blueprint for a company's nationwide hiring needs — made all the more important as companies like Airbnb and Lyft move to remote working conditions," said **Kimball Parker**, CEO of SixFifty. "SixFifty's kit removes the



guesswork and roadblocks because we do the legal legwork for you."

Springville-based **Tyfoom**, an engagement platform for employee communication and training, has announced the availability of **Tyfoom 2.0**. The updated app improves the administrator experience, user experience, accessibility and performance, the company said. The app provides a simple and easy way for organizations to communicate any process, best practice or other information within the flow of work to ensure it is viewed, understood and utilized by employees to improve culture, productivity and employee engagement. "Employees want to be empowered and to have a connection with their employers, but most feel unengaged," said **Mark Nelson**, CEO of Tyfoom. "Tyfoom has a 71 percent daily engagement rate, which is higher than the leading social media platforms. As a result, organizations can be confident their workforce will adopt Tyfoom, thereby fostering an engaged culture."

guesswork and roadblocks because we do the legal legwork for you."

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APEX Biologix, a Murray-based regenerative medicine company, has expanded its **XCELL Bone Marrow Concentration (BMC)** products to include a second bone marrow system specifically designed for use in ambulatory surgery centers and hospital operating rooms. This advanced bone marrow concentration kit enhances the APEX Biologix XCELL products that target the orthobiologic space, the company said. "XCELL BMC has helped provide physicians with the ability to maximize healing for countless numbers of patients," said **Dan Crane**, CEO of APEX Biologix. "This trailblazing version of our XCELL BMC provides opportunity for even more efficient cell concentrations." The extended XCELL BMC kits provide an easy-to-use and adaptable system that provides surgeons with a best-in-class concentration level. The system shortens total processing time and has a customized bench-top processing device that reduces human error.



WholesomeCo, a medical cannabis provider in West Bountiful, has launched a custom **eCommerce app for iOS** to make shopping and ordering easier for its patients. "With 80 percent of our online traffic coming from a mobile device, we felt the next logical step was to further optimize our patient shopping experience with a dedicated iOS app," said **Alan Clark**, the firm's vice president of product. "We built the WholesomeCo app in-house, which gives us full ability to add new features and continually improve the mobile shopping experience." The app includes push notifications, keeping patients informed of their order status. Patients will also have online shopping at their fingertips, with the ability to shop products by strain, category or effect, allowing them to quickly find the best products for their needs, Clark said.



WholesomeCo

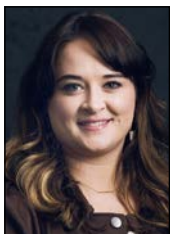
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Industry Briefs

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

BANKING

• **Altabank**, American Fork, has announced several personnel changes. **Gina Covert** has joined the bank as a commercial relationship manager and loan officer



Gina Covert



Mike Spinelli



Matthew Whetton



Adam Crapo

Adam Crapo has joined Altabank as a loan officer. Based in the Alpine branch, Crapo comes to Altabank from JP Morgan Chase Bank, with 14 years of experience as a business loan officer.

• **FinWise Bancorp**, the Murray-based parent company of FinWise Bank, has appointed **Simon Darchis** as vice president/director of specialty lending. Darchis has been with FinWise for over four years and has been instrumental in the buildout and management of the company's Strategic Lending Program. Darchis succeeds **David Tilis**, who has decided to leave the company but has agreed to stay on as a consultant for one year to facilitate the transition.

• **TAB Bank**, Ogden, has funded a \$5 million asset-based credit facility to an Oklahoma-based provider of oilfield chemical formulations and field services. This company delivers critical chemical formulations and fluids designed to meet the requirements of each site and improve the per-

formance, longevity and profitability of its client's oil and gas assets. The TAB Bank facility was used to refinance their existing lender and provide growth capital to capitalize on the opportunities they see in the market.

CONSTRUCTION

• **Big-D Construction**, Salt Lake City, recently was featured on "Military Makeover: Operation Career" on Lifetime TV. A spin-off from "Military Makeover with Montel Williams," the show is traveling the nation seeking out companies with a commitment to veterans who transitioned out of the military and back into civilian life through a trades career path. The episode showcasing Big-D Construction highlighted three hardworking veterans based in Salt Lake City. They include a former officer in the Army, a former senior airman for the U.S. Air Force and a former Navy SEAL.

DIRECT SALES

• **Vasayo LLC**, a Pleasant Grove-based, privately held direct sales company offering nutritional and personal care products, has appointed **Dan Gubler** as chief scientific officer and head of the Vasayo Scientific Advisory Board.



Dan Gubler

ECONOMIC INDICATORS

• **Salt Lake City** is ranked third-from-last (No. 57) on a list of "Best Cities for Women in Tech," compiled by **SmartAsset**. It analyzed 59 of the largest U.S. cities, using metrics including the gender pay gap in the tech industry, income for women in tech after deducting housing costs, women as a percentage of tech workers and three-year growth in tech employment. Census Bureau data shows that from 2017 to 2020, the tech industry in Salt Lake City grew by 62 percent, the most of any city in the study. However, women make up less than 20 percent of the workforce and make only 74 cents on the dollar relative to men. The top-ranked city is Arlington, Virginia. The No. 59 city is Tulsa, Oklahoma. Details are at <https://smartasset.com/data-studies/best-cities-for-women-in-tech-2022>.

• **Utah** will have the **lowest unemployment rate** in the U.S. in the year 2027, according to a study by **Lensa**. It predicted Utah's unemployment rate at that time will be 1.4 percent. Lensa calculated the average change in unemployment rates in each state

and applied this to the 2021 figures (Utah's was 2.7 percent) to estimate the unemployment rate if the trends continued on their current trajectory. The highest unemployment rate prediction is for Hawaii, at 7.7 percent. Details are at <https://lensa.com/insights/unemployment-capitals/>.



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ENERGY

• **Aligned Data Centers**, a Texas-based technology infrastructure company offering innovative, sustainable, and adaptive scale data centers and build-to-scale solutions for global hyperscale and enterprise customers, had announced its further expansion in the Salt Lake City market with the planned development of SLC-03, a new data center on its campus in West Jordan. The build-to-scale project will add more than 100 megawatts of capacity to the campus.

• **The Kroger Co.**, a grocery retailer, has increased customer access to electric vehicle charging stations. The grocer tested and phased in charger installations by collaborating with **Blink**, **Electrify America**, **EVgo**, **Tesla** and **Volta** to bring hundreds of charging stations to stores in select markets across the U.S. More than 350 chargers have been implemented in areas of Utah and nine other states. Several more chargers are expected to be installed by the end of the year.

HOSPITALITY

• The typical **Airbnb host** in rural Utah earned about \$15,000 in 2021, according to the company. Hosts in rural Utah counties that year earned over \$134 million. Fifteen cities and towns in Utah received their first-ever Airbnb guests since the pandemic. Hosts in rural U.S. counties earned over \$3.5 billion in 2021. Hosts in Summit County earned over \$57.1

million. The number was as low as \$210,592 in Piute County.

• **Dynamic City Capital**, a Provo-based real estate investment firm focused on hotel investments in prime markets, has acquired the **Anaheim Portofino Inn & Suites** in California. Financial terms were not disclosed. Near Disneyland and California Adventure Park, the hotel has 190 guest rooms. The Anaheim property is DCC's second hotel acquisition in Anaheim during the past 12 months and its eighth acquisition or hotel opening during that same time frame.

INVESTMENTS

• **Rivet**, a Salt Lake City-based software company offering a platform to promote transparency throughout the healthcare billing process, has raised \$20.5 million in a Series B funding round, led by growth equity firm **Catalyst Investors**, with participation from co-investor **Ankona Capital** and existing investors **Menlo Ventures**, **Pelion Venture Partners** and **Lux Capital**. **Tyler Newton**, partner with Catalyst Investors, will join Rivet's board of directors.

• **Peterson Search Partners**, a Peterson Partners strategy dedicated to search funds and micro-cap buyouts, has announced a final close on its \$100 million for Fund II. The fund is mandated to invest behind "search fund" operators into cash-flowing businesses. Peterson Partners is a Salt Lake City-based investment firm that has invested in more than 300 companies. Also, **Kate Pettinato**



Kate Pettinato

has been hired as a vice president at Peterson Partners. She will work to provide support for searchers and portfolio companies within Peterson Search Partners. Pettinato has a background in healthcare investment banking, most recently serving as financial sponsor coverage officer at Ziegler. She also served as a senior associate at Lumere and began her career at Raymond James in the Health Care Investment Banking division.

LAW

• **Dentons Durham Jones Pinegar** has hired **Manal Hall** as a partner in the franchising and distribution practice in Lehi. Hall advises clients on a wide variety of issues, including all phases of



Manal Hall

the franchise registration process in the U.S. registration states and has assisted clients in assessing the feasibility of entering various international markets. She enjoys helping franchisors create strategies, systems and a corporate infrastructure designed to help them scale rapidly and efficiently.

LOGISTICS

• **Abby Osborne** recently was sworn-in as a member of the **Utah Inland Port Authority** board. UIPA is a multimodal logistics agency with a regional approach to increase utilization and expand access for commerce throughout Utah. Osborne is the board's fifth voting member. Gov. Spencer J. Cox named Osborne to the board.



Abby Osborne

One of the governor's appointees, Theresa Foxley, president and CEO of the Economic Development Corporation of Utah, withdrew due to a conflict. Osborne serves as the chief of staff for the Utah House of Representatives. She previously worked as the executive vice president of government affairs and public policy for the Salt Lake Chamber. Before her involvement in public administration, she worked for Granite Construction for 13 years. In 2014, Osborne started the Utah Transportation Coalition which brings public- and private-sector groups together to solve pressing transportation problems facing the state.

PARTNERSHIPS

• **Utah Luxury Tours** has announced a partnership with **Rocky Mountaineer** to provide combined luxury land and train tours throughout Utah and Colorado. The train ride included in the combination tour will run between Denver and Moab, with a stop in Glenwood Springs for an overnight stay. Guests can begin their tour in Las Vegas, Salt Lake City or Moab and end with the rail journey to Colorado, or vice versa, with numerous options for customization for dates, group sizes and touring locations throughout Utah.

• **Scorpion**, a Salt Lake City-based provider of technology and services for local businesses, has announced a three-year part-

see BRIEFS next page

Industry Briefs

from previous page

nership with the **DUI Defense Lawyers Association**, whose members consist of solo attorneys and law firms that practice DUI law. As part of the partnership, Scorpion will provide the association resources, including webinars about relevant marketing trends and best practices, articles outlining digital marketing recommendations, and content offering perspectives about industry trends, among others.

• **Bandwidth Inc.**, based in North Carolina, and Pleasant Grove-based **Alianza Inc.** have announced a partnership to accelerate cloud migration for communications service providers. Bandwidth is a global enterprise cloud communications company. Alianza is a cloud-native communications platform built for service providers. Together, Bandwidth's network platform and APIs, along with Alianza's full-stack CSP platform, will enable CSPs to transform their legacy infrastructure and remain competitive by offering high-growth, cloud-based voice, messaging and videoconferencing services. The partnership already serves more than 50 CSP customers in the U.S. and Canada.

PETS

• **Sage Veterinary Imaging**, Sandy, has hired **Olivia Shoup** as a veterinary neurologist. Shoup will lead the center's neurology



Olivia Shoup

and neurosurgery practice, including advanced neurological procedures involving stabilization and neuro-oncology. She will also serve as a resource for area veterinarians. SVI also has imaging centers in Midvale and in Round Rock, Texas.

PHILANTHROPY

• **Pluralsight**, a Draper-based technology workforce development company, has announced that its social impact organization, **Pluralsight One**, is providing over \$2 million in immediate cash grants to existing nonprofit partners and over \$1 million in immediate cash grants to four new partners: **Girls Who Code**, **LaunchCode**, **Npower** and **CodePath**. The company also has provided product grants totaling approximately 5,000 free Pluralsight Skills licenses to new partners. Those receiving additional grants include the **Norwegian Refugee Council**, **Year Up**, **Malala Fund**, **Code.org** and the **Computer Science Teachers Association**.

REAL ESTATE

• **Dunleer**, a California-based private real estate investment and development firm, has acquired an 83,893-square-foot industrial

business park at 2950 W. 500 S., Salt Lake City, for \$9.85 million. It is Dunleer's first industrial investment in Utah. The property is on a 4.8-acre site and includes 16 units. Eli Priest of **Newmark** represented both the buyer and seller in this transaction.

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RECOGNITIONS

• **Visit Salt Lake**, a private, nonprofit corporation promoting Salt Lake as a convention and travel destination, recently bestowed its inaugural **SALT Awards** to honor Salt Lake County's hospitality workers "who exemplify service, accomplishment, leadership and tenacity." Each award recipient was recognized with an engraved SALT crystal award and a check for \$1,000. The "Dining - Behind the Scenes" Award went to **Javier Robles**, Grand America banquet manager. The "Dining - Front & Center" Award was presented to **Ramon Morales**, Market Street Grill busser. The "Lodging - Behind the Scenes" Award went to **Maria (Lulu) Amador**, director of housekeeping at Courtyard/Residence Inn Salt Lake City Airport. The "Lodging Front & Center" Award was presented to **Danielle Dahle**, Residence Inn by Marriott guest services agent. The "Scenemaker" Award (for exceptional service for industries including attractions, venues, caterers and transportation providers) went to **Mayuko Davidson**, operations manager for Western Leisure. The **Overall Spirit of Service Award** recipient is **Mirsada Fitozovic**, housekeeping coordinator for Hilton Salt Lake City Center.

• **Goal Zero**, a Riverton-based portable energy company, has won the **Outdoor Retailer Inspiration Award** for its work as a pioneer of portable power products and through its commitment to giving back. Awards were presented at the OR Summer

tradeshow in five categories to individuals and organizations encouraging more people to get outside and creating a better outdoor experience. The recipients were determined by a judging panel based on impact, leadership, community engagement, philanthropy, sustainability and other factors as presented with the nominations.

SERVICES

• **Capstone IT**, a Nebraska-based IT staffing services and solutions company, has expanded its workforce and operations in the Salt Lake City metropolitan area. For over 20 years, Capstone IT has provided businesses throughout the Midwest and beyond with talent and technical solutions for business growth. The company has hired **Abraham Alonso** as senior account manager. He has over two decades of experience enriching businesses throughout Salt Lake City with services and solutions.

• **U-Haul** has announced plans to offer more than 700 indoor climate-controlled self-storage rooms at 1153 W. Highway 40, Vernal. U-Haul Moving & Storage of Vernal will occupy the former Kmart building at that address. The building has been vacant for more than five years. Customers can access truck and trailer sharing, boxes and moving supplies and portable storage containers out of a temporary retail showroom. Towing equipment, professional hitch installation, hitch accessories and bike racks, propane and more will soon be available. U-Haul acquired the 7.29-acre property on June 13. It is the 13th store owned and operated by U-Haul in Utah and the first in Vernal. It expects to hire at least 15 people to staff the new store. U-Haul has more than 23,000 locations in the U.S. and 10 Canadian provinces.

TECHNOLOGY

• **Weave**, a Lehi-based company offering a customer communication platform for small businesses, has elected **George Scanlon** to its board of directors. He also will serve on the audit committee. Scanlon has over 12 years of experience on the boards of multiple companies, including **Wageworks**, **Landstar** and **Cyndx**. Prior to his board work, Scanlon served as chief financial officer at multiple technology and financial services companies, as well as serving as CEO of Fidelity National Financial.

• **Entrata**, a Lehi-based company offering an operation system for the multifamily industry, has announced a significant expansion to its core technology team by adding 11 leadership roles in the past several months. Among its new leadership hires are **Mary Jane Isaacs** and **Natalie Birrell** as senior vice presidents of engineering; **Eric Zimmerman**, a senior vice president of platform operations; **Ted Tronson**, a principal intelligence engineer; and **Travis Ard** a principal data engineer. They join Entrata from previous roles at technology and financial brands, including Amazon, Domo, American Express, Fidelity Investments and Overstock. Entrata also has hired **Kimberly Lang** as executive vice president of product to bolster its platform's fintech and resident-facing services. Lang will be focused on payment processing, product, and partnership opportunities. She has over two decades of experience in the property management software and SaaS space, most recently holding leadership positions at leading SaaS companies and also working at Inhabit IQ; CheckAlt; and more than 13 years at RealPage, including serving as senior vice president of consumer solutions and CEO of RealPage's Payments Services.



George Scanlon



Abraham Alonso

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BUSINESS ACCELERATOR SCHEDULE

Aug 23	Identification
Sept 6	Risk
Sept 20	Strategy
Oct 4	Sales
Oct 18	Financial Statements
Nov 1	Banking
Nov 15	Management
Nov 29	Customers and Competitors
Dec 6	Systems
Dec 13	Expansion & Exit Strategies

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—Stevenson Sylvester
Owner, KLYP

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Calendar

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

July 5, 6:30-8 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

July 6, noon-1:30 p.m.

Women in Business Luncheon, a West Jordan Chamber of Commerce event. Location is Archibald's Restaurant at Gardner Village, 1100 W. 7800 S., West Jordan. Details are at westjordanchamber.com.

July 6, noon-1 p.m.

"Rethinking the Office: Arch Nexus and the Living Building Challenge," a ULI (Urban Land Institute) Utah "Walkable Wednesday" event. Speakers are Erica McBride, building manager, and Megan Recher, regenerative design specialist, both with Architectural Nexus. Location is Architectural Nexus, 2505 E. Parleys Way, Salt Lake City. Free for ULI members, \$15 for nonmembers. Details are at <https://utah.uli.org/events-2/>.

July 7, 4-6 p.m.

Meet the Chamber (South Jordan), for South Jordan businesses to meet the South Valley Chamber. Location is Mulligans Golf & Games, 692 W. 10600 S., South Jordan. Free for South Jordan business owners. Details are at southvalleychamber.com.

July 13, 11:55 a.m.-1 p.m.

Women in Business, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$15 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

July 13, 5-6 p.m.

"Manage Risk, Protect Your Business" Workshop, a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

July 13, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of

Commerce event. Location is Ogden Pioneer Days Stadium, 668 17th St., Ogden. Free for chamber members, chamber staff and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

July 13, 5-7 p.m.

"Biathlon Experience & E-Biking," part of the Utah Office of Outdoor Recreation's Summit Meetup Series. Location is Soldier Hollow, 2002 Soldier Hollow Lane, Midway. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

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

"Lunch \$ Learn" Workshop, a Murray Area Chamber of Commerce event. Location is MACC Office, 5411 S. Vine St., No. 3A, Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

July 14, 6-8 p.m.

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

July 18, 7:30 a.m.-3 p.m.

July 2022 Golf Tournament, a Davis Chamber of Commerce event. Registration and breakfast start at 6:30 a.m. Lunch takes place after golf. Location is Valley View Golf Course, 2501 E. Gentile St., Layton. Details are at davischamberofcommerce.com.

July 18, 8 a.m.-2 p.m.

Silicon Slopes Cup Golf Tournament, a Silicon Slopes event in partnership with the Point of the Mountain Chamber of Commerce. Check-in is at 8 a.m., followed by golf 9 a.m.-2 p.m. Location is Alpine Country Club, 5000 W. Alpine Country Club Lane, Highland. Cost is \$1,500 per foursome. Details are at <https://www.slopescup.com/>.

July 19, 7:15-9 a.m.

Breakfast Meeting, an ACG (Association for Corporate Growth) Utah Speaker Series event. Speaker is Owen Fuller, CEO of Lucidpress. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for ACG Utah members, \$30 for nonmembers for the first two breakfast meeting attendances, \$45 for nonmembers after attending two meetings at the discounted rate. Details are at <https://www.acg.org/utah/events/july-19-breakfast-meeting-owen-fuller>.

July 19, 11 a.m.-1 p.m.

"Business Women's Forum: Networking With Confidence."

Presenters are Carly Hazen, managing director, and Diana Young, division vice president, both from PrincePerelson. Location is Ken Garff Scholarship Club, Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

July 19, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

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

Women in Business Service Project Luncheon, an Ogden-Weber Chamber of Commerce event. Location to be determined. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

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

Professional Development Series, a ChamberWest event. Speaker Brandon Fugal, chairman of Colliers International, will discuss "Utah Rising: Business and Development in Utah." Location is Jordan Valley Water Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$25 for members with registration by July 13, \$35 for nonmembers and for members after July 13. Details are at chamberwest.com.

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

"In the Know," a South Valley Chamber of Commerce event. Speaker is Robert Spendlove. Cost is \$15 for members, \$20 for nonmembers. Details are at southvalleychamber.com.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

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

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

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

Women in Business, a Murray Area Chamber of Commerce event. Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$15 for members, \$25 for non-

members. Details are at murrayareachamber.com.

July 22, 5-8 p.m.

"Business After Hours," a Murray Area Chamber of Commerce event. Location and other details to be announced at murrayareachamber.com.

July 22

"Night at the Aviary," a Utah Black Chamber of Commerce event. Location is Tracy Aviary and Jordan River Nature Center, 589 E. 1300 S., Salt Lake City. Details are at utahblackchamber.com.

July 26, 4-5:30 p.m.

"Business Before 5," a West Jordan Chamber of Commerce event. Location is Good Spirits Bar & Grill, 7078 S. Redwood Road, West Jordan. Free (pay for food and drinks). Details are at westjordanchamber.com.

July 28, 8:30-11 a.m.

ConnectShare B2B Networking Event designed for business leaders and decision-makers. Location is the Miller Conference Center, 9750 S. 300 W., Sandy. Details are at www.connectshare.com or by contacting Randy Hunt of the ConnectShare Advisory Board at randy@clearpath-strat.com.

July 28, 5-6 p.m.

Legal Clinic (in English and Spanish), a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

July 28, 6-7 p.m.

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

Aug. 2, 6:30-8 p.m.

WordPress Workshop, a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Aug. 4, 7:30 a.m.-1:30 p.m.

"Utah Housing Summit," a ULI (Urban Land Institute) Utah event. Keynote speaker is Cathe Dykstra, president and CEO, Family Scholar House. Event

includes other speakers and panelists discussing the "ULI Home Attainability Index," "Creating New Housing Opportunities Through Adaptive Reuse," "Ivory Innovations," and "Attainable Housing: Public- and Private-Sector Collaboration." Location is The Union Event Center, 235 N. 500 W., Salt Lake City. Cost ranges from \$75 to \$120 before July 7; \$90 to \$140 thereafter. Details are at <https://utah.uli.org/events-2/>.

Aug. 4, 9-10 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Aug. 4, noon-2 p.m.

"Strictly Networking Luncheon," a West Jordan Chamber of Commerce event. Details to be announced at westjordanchamber.com.

Aug. 5, 5-6 p.m.

Black Business Expo & Motown Show, a Utah Black Chamber of Commerce event. Location is Gallivan Center, 239 S. Main St., Salt Lake City. Details to be announced at utahblackchamber.com.

Aug. 9, 11:30 a.m.-1 p.m.

Women in Business Professional Growth Series, a ChamberWest event. Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Details to be announced at chamberwest.com.

Aug. 10, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Valley Chamber event. Details to be announced at southvalleychamber.com.

Aug. 10, 11:55 a.m.-1 p.m.

Women in Business, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$15 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

Aug. 10, 4-5 p.m.

Venture Capital Collab, a Utah Black Chamber of Commerce event. Location is The Shop, 350 E. 400 S., Salt Lake City. Details to be announced at utahblackchamber.com.

Aug. 10, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is

Solid reasons why every company needs to hire older workers

Of all the biases that exist, the one that gets the least amount of press is the bias of age, better known as ageism. This is now becoming a major challenge in the workplace. In fact, many people believe if you are older, your capabilities are more scrutinized and rigidly questioned. You are less likely to adapt, you're probably not as capable and less willing to roll up your sleeves and do something new than your younger peers.

Guess what? Nothing could be farther from the truth.

This is an important and timely topic since the workforce is aging at a rapid rate. Research shows that people age 60 and over are projected to outnumber children under the age of 5 within the next year, and by 2025 it is expected that 25 percent of workers in the U.S. and the U.K. to be over the age of 55. In fact, this is true in almost every country.

There are a number of reasons for this, such as people living longer and the younger generations having fewer kids. Despite this, the fact remains older people not only will very much be a part of the workforce for years to come, but they are

also a much-needed part of it.

Here are six reasons why every company can benefit from an older workforce as part of its team.

Experience

A 50-year-old software engineer, grocery store manager or accountant is going to have years of real-world experience compared to someone half his age. There are plenty of traits that younger employees bring to the workplace, but practical hands-on experience is one thing older people

will always have over their younger colleagues. He or she will probably have been thrown in the middle of practically every scenario imaginable by that age, and therefore will probably be better at navigating the situation.

Mentorship

One of the best ways to excel in any part of life is to have a great mentor, because there is nothing like learning from someone who has the years of experience you are lacking.

In companies that have a mixed age in its workforce, setting up these mentor teams is a brilliant idea. In fact, what I usually recommend to my clients is to pair up an older employee

with a younger one. The older employee passes on her years of real-world knowledge from the field. The younger employees tend to bring a fresh perspective and a new way of thinking to their partner. Productivity goes through the roof and your workforce benefits from building more personal relationships with colleagues they otherwise wouldn't interact with. It's proof that great teams really are multi-generational.

Dedication

Older employees tend to be more dedicated than younger ones. According to the U.S. Bureau of Labor Statistics, last year the median tenure of workers ages 55 to 64 was 9.9 years, more than three times that of workers ages 25 to 34 years, coming in at only 2.8 years.

Businesses don't like having high turnover rates. It costs them in time, money and builds doubt in the minds of customers. Many of the executives I work with have told me their older employees take the job more seriously and take fewer vacation days. Not only is this good for obvious reasons, but it sets the tone within the company.

People Skills

The ways in which we communicate have changed over the past 20 years. Email and text-

ing are now the preferred means of communication for younger employees. However, in a business setting, the communication skills your older employees possess will always be beneficial. Having the ability to verbalize, show emotion, handle a room full of customers and soothe an irate customer are critical. It's not to say younger employees aren't good in these situations, but the people skills of the older generation tend to be better in these ways.

Great Leadership

Not everyone is made for a leadership role, but many older employees thrive in leadership positions for many reasons. They have tried-and-true methods for practically any scenario that may arise. After years in the industry, they have a large network of close professional contacts and know exactly who to reach out to.

They also tend to be much better listeners than their younger counterparts, which helps them see important details that others might miss. In addition, older workers in leadership roles are seen as the staple of the company, someone who others look up to and want to learn from.

Diversity Maximizes Output

Beside the value and competence older employees can bring

to the workforce, there is the issue of diversity. Few things of value have ever been accomplished by individuals working alone. The vast majority of our advancements — whether in science, business, arts or sports — are the result of coordinated human activity, or people working together as a cohesive unit. The best way to maximize team output is to increase team diversity, which is significantly more likely to occur if you can get people of different ages (and experiences) working together.

The Takeaway

As the global economy ages, ageism bias will become a more important issue than ever. Remember that many people — no matter their age — do not have enough money to retire (even if they wanted to). All this to say, people of every age are motivated to come to work. If you can create an inclusive, fair and meaningful experience for older employees — as well as younger ones — you'll not only find your company becomes more innovative, engaging and profitable over time, you will be benefiting society at large.

Angela Civitella is an executive, a business leadership coach and the founder of Intinde (www.intinde.com).

CALENDAR

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Floor & Décor, 1060 W. Riverdale Road, Riverdale. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Cost is \$25 for members, \$35 for guests. Location and other details to be announced at davischamberofcommerce.com.

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

"Lunch \$ Learn" Workshop, a Murray Area Chamber of Commerce event. Location is MACC Office, 5411 S. Vine St., No. 3A, Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Aug. 11, 6-8 p.m.

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

Aug. 12, 5-7 p.m.

"Business After Hours," a Utah Black Chamber of Commerce event. Details to be announced at utahblackchamber.com.

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

2022 Annual Meeting, a Park City Chamber/Bureau event. Event will feature a look at marketing plans for the upcoming fiscal year, recognizing outgoing board members and officers, and awarding the Myles Rademan Spirit of Hospitality Award to an outstanding community member. Location is Pendry Park City, 2417 High Mountain Road, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 16, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered, \$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

Aug. 16, 5-6 p.m.

Corporate Tour, a Utah Black Chamber of Commerce

event. Location is Fidelity Investments, 49 N. 400 W., Salt Lake City. Details are at utahblackchamber.com.

Aug. 17, 7:30 a.m.-3 p.m.

2022 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event. Check-in and breakfast begin at 7:30 a.m. Golf is shotgun start at 8:30 a.m. Lunch on the course is 11 a.m.-1 p.m. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$250, \$1,000 for a foursome. Details are at ogdenweberchamber.com.

Aug. 17, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

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

Chamber Luncheon, a Davis Chamber of Commerce event. Location is Business Resource Center, Davis Technical College, 450 S. Simmons Way, Kaysville. Cost is \$25 for chamber members, \$35 for guests. Details are at davischamberofcommerce.com.

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

Women in Business, a Murray Area Chamber of Commerce event. Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Aug. 19, 7:30 a.m.-2 p.m.

Annual Children's Charity Golf Classic, a Murray Area Chamber of Commerce event. Check-in begins at 7:30 a.m. Golf has 8 a.m. shotgun start and is a four-person scramble format. Location is Murray Parkway Golf Course, 6345 Murray Parkway, Murray. Cost is \$125, \$500 per foursome. Details are at murrayareachamber.com.

Aug. 19, 8 a.m.-noon

Chamber Golf Tournament, a South Valley Chamber event. Location is South Mountain Golf Course, 1247 E. Mike Weir Drive, Draper. Details to be announced at southvalleychamber.com.

Aug. 22, 6-7 p.m.

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

Aug. 23, 8:30-11:30 a.m.

KeyBank Business Accelerator, a South Valley Chamber of Commerce event with 10 sessions taking place through Dec. 13. Aug. 23 event is "Identification." Presenter is Ralph Little, founder and CEO of a nationwide financial services company. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Series cost is \$500 for chamber members, \$750 for nonmembers. Details are at southvalleychamber.com.

Aug. 23, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is Jeremiah's Restaurant, 1307 W. 12th St., Marriott-Slaterville. Cost is \$20 for WIB members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

Aug. 23, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber event. Details to be announced at southvalleychamber.com.

see CALENDAR next page

CALENDAR

from previous page

Aug. 24, 5-7 p.m.

"Business After Hours" Mixer, a Park City Chamber/Bureau event. Location is Align Spa, 1792 Bonanza Drive, Building C., Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

Aug. 25, 8:30-11 a.m.

ConnectShare B2B Networking Event designed for business leaders and decision-makers. Location is the Miller Conference Center, 9750 S. 300 W., Sandy. Details are at www.connectshare.com or by contacting Randy Hunt of the ConnectShare Advisory Board at randy@clearpath-strat.com.

Aug. 25, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Location and other details to be announced at boxelderchamber.com.

Aug. 25, 5-7 p.m.

"Business After Hours," a Salt Lake Chamber event. Location is Christmas Box International, 3660 S. West Temple, Salt Lake City. Free for members by Aug. 23 and \$20 thereafter, \$30 for nonmembers by Aug. 23 and \$40 thereafter. Details are at slchamber.com.

Aug. 26, 5-8 p.m.

"Business After Hours," a Murray Area Chamber of Commerce event. Location and other details to be announced at murrayareachamber.com.

Sept. 1, 9-10 a.m.

Morning Speaker Series, an Ogden-Weber Chamber of Commerce event that takes place online via Zoom. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

Sept. 1, noon-2 p.m.

"Strictly Networking Luncheon," a West Jordan Chamber of Commerce event. Details to be announced at westjordanchamber.com.

Sept. 1, 6-8 p.m.

"Entrepreneur 101," a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Sept. 7, 11:30 a.m.-1 p.m.

Business Alliance Networking Luncheon. Location is

Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Sept. 7, noon-2 p.m.

"Workforce Readiness: Strategies to Boost Your Recruiting and Retention Efforts," a Cache Valley Chamber of Commerce "Lunch and Learn" event. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Details are at cachechamber.com.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Location to be announced. Cost is \$25 for members, \$35 for nonmembers. Details are at davischamberofcommerce.com.

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

"Lunch \$ Learn" Workshop, a Murray Area Chamber of Commerce event. Location is MACC Office, 5411 S. Vine St., No. 3A, Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Sept. 8, 6 p.m.

Utah Clean Energy 20-Year Anniversary Celebration. Location is Mid-Valley Performing Arts, 2525 Taylorsville Blvd., Taylorsville. Cost is \$100. Tickets are available at <https://e.givesmart.com/events/rku/>.

Sept. 9

Patriot Day Golf Invitational, a Cache Valley Chamber of Commerce event. Registration begins at 7:30 a.m., followed by an 8:15 a.m. flag-raising ceremony and 9 a.m. shotgun start. Location is Logan River Golf Course, 550 W. 1000 S., Logan. Details are at cachechamber.com.

Sept. 12-13

2022 Utah Outdoor Recreation Summit, with the theme "Outdoors Forward." Event features programming, networking and outdoor activities focusing on how to strengthen outdoor recreation communities, the outdoor recreation economy, and improve health and quality of life for all Utahns. Location is DeJoria Center, Kamas. Early-bird cost is \$135. Details are at utahoutdoorsummit.com.

Sept. 12, 8 a.m.-2 p.m.

Chamber Classic Golf Tournament 2022, a Utah Valley Chamber of Commerce event. Location is Riverside Country Club, 2701 N. University Ave., Provo. Details are at thechamber.org.

Sept. 14, 11:55 a.m.-1 p.m.

Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location to be announced. Cost is \$16 for WIB members, \$18 for nonmembers, \$20 at the door. Details are at cachechamber.com.

Sept. 14, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for employees of chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

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

Chamber Luncheon, a Davis Chamber of Commerce event featuring the annual mayoral roundtable discussion. Location is Davis Technical College, Allied Health Building, second floor, 550 E. 300 S., Kaysville. Cost is \$25 for members, \$35 for non-

members. Details are at davischamberofcommerce.com.

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

Women in Business, a Murray Area Chamber of Commerce event. Location is Home 2 Suites, 4927 S. State St., Murray. Cost is \$15 for members, \$25 for nonmembers. Details are at murrayareachamber.com.

Sept. 16, 8 a.m.-1:30 p.m.

The Point Challenge Golf Tournament, a Point of the Mountain Chamber event. Check-in begins at 7 a.m. Golf shotgun start is at 8 a.m. Event has a four-man scramble format. Location is Fox Hollow Golf Club, 1400 N. 200 E., American Fork. Cost is \$600 for foursomes. Details are at thepointchamber.com.

Sept. 16, 8 a.m.-4 p.m.

Leadership Institute, a Cache Valley Chamber of Commerce event. Location and

other details to be announced at cachechamber.com.

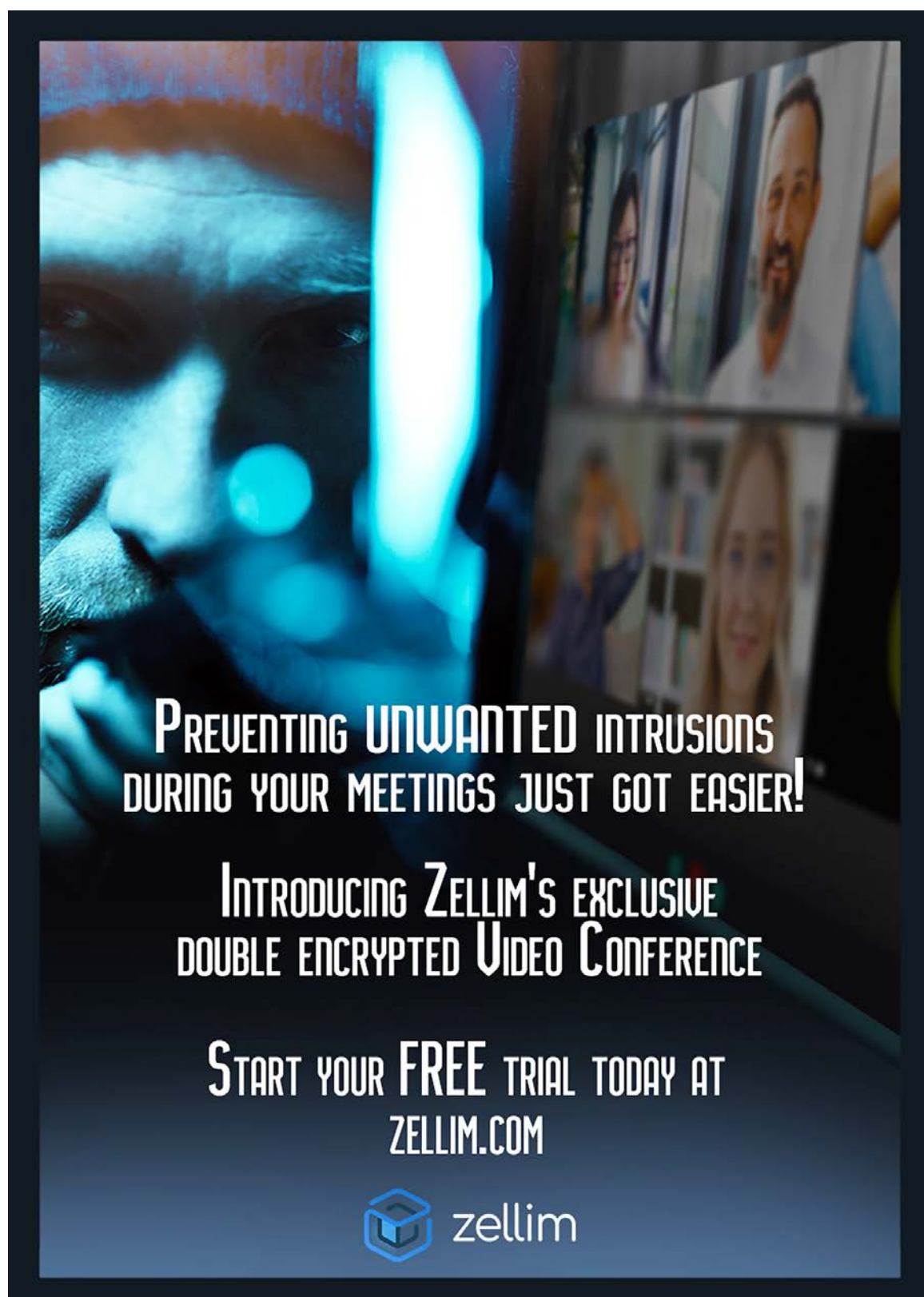
Sept. 20-22

MX Money Experience Summit, presented by MX Technologies Inc. Event features keynote speakers, breakout sessions from industry experts and practitioners, and networking opportunities. Keynote presenter is will.i.am, artist, founder of the Black Eyed Peas and tech entrepreneur. Location is Snowbird Resort. Details are at <https://www.mx.com/summit/>.

Sept. 20, 11:25 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$16 for members and \$17 for nonmembers preregistered,

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SENTINEL

from page 1

company, Hercules, was founded in Magna in 1912. Northrop has developed, sustained and modernized strategic missiles for more than 60 years. Sentinel's 900,000-square-foot office and manufacturing headquarters will host more than 4,000 employees, and the weapons system "will provide strategic deterrents for our nation and our allies for the next 50 years," DeMauro said.

But the company will need rocket scientists, nuclear experts, systems engineers, supply chain professionals and a skilled trained workforce to be involved in missile design, engineering, rocket assembly, manufacturing, software development, business administration, supply chain management and program management.

They will join more than 8,100 existing Northrop Grumman employees at 14 locations in Utah.

"With the Sentinel program still in the early stages of engineering and manufacturing development, we have an opportunity to bring thousands of new highly skilled, high-paying jobs to the Roy and Promontory campuses over the next decade," DeMauro said.

He called upon Utahns to collaborate to build a skilled, diverse pipeline of workers, without which "we can't support our current growth trajectory," he said.

"We all need to work together to encourage the next generation to pursue careers in STEM and skilled manufacturing," he said. "Today's student workforce will provide strategic deterrent that keeps our nation safe the next 50 years and beyond, while others can help put footprints on Mars."

DeMauro said a renaissance is happening in the aerospace industry, which is on the cusp of major world-changing breakthroughs, with Utah "right in the middle."

"We hope these unprecedented opportunities inspire a new generation of Utah professionals to pursue careers in mechanical, electrical and software engineering," he said.

Utah is home to both established companies and startups pushing innovation "in space and sky," he said.

"After finally building momentum for decades, Utah's aerospace industry is primed for a prolonged heyday, fueled by an innovation imperative across civil defense and space sectors," he said. "Over the next decade and beyond, Utah's aerospace industry will make major contributions and breakthroughs that future generations will read about in history books, and along the way the

nearly 1,000 aerospace companies in Utah will bring economic benefits to the Beehive State."

Already, the Sentinel program has awarded over \$200 million in subcontracts to 125 small businesses, he said.

In early 2020, the Governor's Office of Economic Development board approved a \$59.9 million tax credit incentive over 20 years for the company, tied to the creation of 2,250 high-paying jobs over the next two decades. According to GOED documents, 92 percent of the new jobs are associated with the Northrop Grumman team supporting the new weapons system.

Cost estimates for the new weapons program are close to \$100 billion for acquisition and \$264 billion over its lifetime, according to *National Defense* magazine.

Utah's history with the Sentinel predecessor includes completing the first operational Minuteman III in Ogden in 1970.

Speakers at a panel discussion at the event said the Minuteman III program may be ramping down but will continue to need vendors and suppliers to support it for at least 15 more years.

"I think we have a long time that we're still going to have to support that weapons system. ... We do have to maintain that weapons system for our nation's security," said Michelle Hathaway, vice director of the Ogden Air Logistics Complex at Hill Air Force Base.

"Minuteman III is going to be around at least until the end of the 2030s, as Minuteman III will start running of our their major components and we have to meet their operations requirements about the same time frame that Sentinel begins to deploy to the field," said Rick Allen, a vice president of strategic systems for BAE Systems who directs systems engineering and joint mission support for the Minuteman III system and Sentinel.

Kicking off the event, Gov. Spencer Cox said Sentinel "will serve as the modernized backbone of the U.S. military's land-based nuclear defense."

"With the Department of Defense and Northrop Grumman's Sentinel program headquartered at Hill Air Force Base, Utah is hosting some of the most important military modernization and digitalization happening anywhere in the world," Cox said.

Cox highlighted the findings of a Kem C. Gardner Policy Institute study that indicates that the Utah's aerospace and defense industry has an economic impact of more than \$19 billion annually, supports more than 200,000 Utah jobs and represents about 10 percent of the state's GDP.

Utah is part of the global transformation of the industry "from not just turning wrenches but also turning out millions of

lines of complex [software] code," he said.

"We realize the Department of Defense and businesses have choices as to where they assign missions and locate workload. Lots of states and cities and communities continue to vie for their locations to be chosen," the governor said.

"We are so grateful and a little bit proud, if I might say, that so many have chosen Utah. And we are committed to continuing to ensure that Utah is viewed as a great place for missions to be performed, work to be accomplished, and we are valued partners in accomplishing the important work for national defense and national security."

The event at the Davis Conference Center was held on the eve of the two-day "Warriors Over the Wasatch Air & Space Show" at Hill Air Force Base.

BENEFITS

from page 1

offers insights on employers' and employees' views on benefits in the wake of phenomena like the Great Resignation and the war for talent.

"One-size-fits-all benefits aren't going to work now after the Great Resignation," said Victoria Glickman Hodgkins, CEO of PeopleKeep. "Employees today want benefits that work for their unique situation. In most cases, consumers receive highly personalized options. Expanding and tailoring benefits is a vital investment in attracting and retaining employees."

TYSON

from page 4

action over the status quo.

While staying true to your purpose, mission and values is essential, ignoring uncertainties inevitably makes your enterprise more vulnerable to disruption and failure. Your natural inclination is likely to be to stay in your comfort zone but recognize that your job is to move things forward. That may require challenging many of your fundamental operating assumptions.

7. Be still. Take time to meditate and seek inspiration.

Seeking the ideas of your stakeholders is, of course, essential. However, on countless occasions, we have observed strong leaders receiving inspiration in quiet moments of reflection, pondering or prayer.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

HOME SALES

from page 1

former wants to sell quickly before the market slows further and they're willing to price slightly below comparable homes in their neighborhood right away, and the latter may have to drop their price if their home doesn't attract buyers within a few weeks. As more sellers come to terms with the slowing market, fewer homes will have price drops."

About half of the metros in the Redfin analysis saw more than 25 percent of home sellers drop their asking price in May. More than 10 percent of home sellers dropped their price in all 108 metros, driving the national share of price drops to a record high.

The uptick in price drops is symbolic of the slowdown in the Redfin said. Many buyers are backing off amid skyrocketing home prices, surging mortgage rates, high inflation and a faltering stock market.

Four of the 10 metros with the highest share of price drops — Provo, Salt Lake City, Boise

and Ogden — are among the 10 places where prices increased most during the pandemic. Prices shot up 65.7 percent to \$550,000 from May 2020 to May 2022 in Provo. They rose 56.2 percent to \$556,000 in Salt Lake City, 66.7 percent in Boise to \$550,000 and 57.2 percent to \$500,000 in Ogden.

The soaring prices were largely due to out-of-town homebuyers moving in during the pandemic, competing with locals for a limited supply of homes. Migration into both Boise and the Salt Lake City metro area — which includes Provo and Ogden — nearly tripled throughout 2020. The trend has started to reverse in both places, with Salt Lake City seeing a net outflow (more buyers looking to leave than move in) for the first time on record in the first quarter.

The share of homes with a price drop increased from a year earlier in 102 of the 108 metros in the analysis. It declined in six metros: McAllen, Texas; Elgin, Lake County and Chicago, Illinois; Fresno, California; and Springfield, Massachusetts.

CALENDAR

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\$20 for members and \$22 for nonmembers not preregistered. Details are at cachechamber.com.

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

Business Alliance Networking Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Registration is required. Details are at davischamberofcommerce.com.

Sept. 21, noon-2 p.m.

"Workforce Readiness: Strategies to Boost Your Recruiting and Retention Efforts," a Cache Valley Chamber of Commerce "Lunch and Learn" event. Location is Bridgerland Technical College, Room 808, 1301 N, 600 W, Logan. Details are at cachechamber.com.

Sept. 22, noon-1 p.m.

Women in Business, a Box Elder Chamber of Commerce event. Cost is \$10. Location and other details to be announced at boxelderchamber.com.

Sept. 23, 5-8 p.m.

"Business After Hours," a Murray Area Chamber of Commerce event. Location and other details to be announced at murrayareachamber.com.

Sept. 26, 8 a.m.-3 p.m.

Executive Summit 2022, a Utah Valley Chamber event fea-

turing rapid-fire updates from areas of importance to our businesses and to our community, plus breakout sessions. Location is Sundance Resort, 8841 Alpine Loop Scenic Byway, Sundance. Cost is \$280 for members, \$310 for guests. Details are at thechamber.org.

Sept. 27, 8 a.m.-3:30 p.m.

"Women Empowered," an Ogden-Weber Chamber of Commerce Women in Business event. Location is Courtyard by Marriott, 247 24th St., Ogden. Cost is \$65 for WIB members, \$75 for nonmembers, with discounts for military and first responders. Details are at ogdenweberchamber.com.

Sept. 29-30

Silicon Slopes Summit. Location is Vivint Arena, 301 S. Temple, Salt Lake City. Cost is \$295. Details are at <https://www.summit.siliconslopes.com/>.

Oct. 27, 8 a.m.-3 p.m.

Utah Valley Growth & Prosperity Summit II, offered by the Utah Valley Chamber of Commerce, the Utah Leadership Council and Utah Valley University and focusing on ensuring the future economic success of Utah County. Location is Utah Valley University, Sorensen Student Center, 800 W. University Parkway, Orem. Cost is \$50 (\$40 for early-bird admission), \$25 for virtual admission. Details are at thechamber.org.

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ENNICO from page 6

national origin, sex or sexual orientation. No superheroes, please — real human beings (preferably ones who have actually walked the Earth and overcame their limitations to achieve greatness).

Yes, you may have to airbrush them a little bit to play down their shortcomings and "off message" qualities (after all, no one is completely "good" or "evil" and real people's motivations are always more complex than they are in the movies), but that's what you do best.

Yes, you will be open to the charge of "propaganda," especially from people who think hon-

est patriotism isn't "cool." But let me tell you something: All stories are propaganda, precisely because they simplify the truth to illustrate a message or moral. The message can be negative or positive, constructive or divisive. By all means, show us our faults, character flaws and mistakes, but don't forget to show us also our strengths, our capacity for virtue and courage, our ability to put aside differences in a common cause, our common humanity.

Cliff Ennico (crennico@gmail.com) is a syndicated columnist, author and former host of the PBS television series "Money Hunt."

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