

## OF NOTE



### From one job to another one

Fifty-six percent of people are working over 20 hours a week in a "side hustle" job, according to a study by automation platform Zapier. Sixty-three percent of respondents make less than \$5,000 a year at their second job, with only 7 percent making \$50,000 or more.

**Innovate Utah**  
page 7

**Industry News Briefs**  
pages 8-9

**Business Calendar**  
page 13



A recent evening on Ogden's 24th Street was hopping with residents out on the town. Jason Pryzybyla, a senior associate at Woodbury Corp., told attendees at a recent Urban Land Institute event that the economy "up north" (in Weber and Davis counties) is, in some ways, doing as well or better than the more-hyped Utah County and Silicon Slopes.

## Despite spotlight down south, things going just fine up north

**Brice Wallace**  
*The Enterprise*

Other areas of the Wasatch Front may have been in a brighter economic spotlight in recent years, but speakers at a recent event in Ogden say Northern Utah is doing quite well, thank you very much.

"For years now, I feel like Utah County and Silicon Slopes and Salt Lake have been getting all the attention," Jason Pryzybyla, acquisitions and development senior associate at Woodbury Corp., said at the ULI (Urban Land Institute) Utah event titled "What's Up, Up North?"

"And I've loved flying under radar up here in Davis and Weber County, but I think

the secret's getting out and ... I think the growth is as big as Utah County, if not bigger, in certain areas up here."

While Hill Air Force Base remains the area's main economic engine, panelists pointed to several projects that amount to "a lot of really terrific activity up here," according to Chris Roybal, president of the Northern Utah Economic Alliance. Among them are Business Depot Ogden, projects in downtown Ogden, the Falcon Hill Aerospace Research Park and Northrop Grumman Corp.'s Roy Innovation Center.

Business Depot Ogden (BDO) is a 1,118-acre industrial business park that

**see UP NORTH page 19**

## Dashboard shows mixed indicators for Utah's economy

The Salt Lake Chamber's Roadmap to Prosperity Coalition, in partnership with the Kem C. Gardner Policy Institute, has updated its Utah Economic Dashboard for June. Designed to help business leaders know where Utah's economy stands, the tool provides data on the state's economic outlook with actionable context for decision-makers, the chamber said.

"The Roadmap to Prosperity dashboard continues to show current growth, despite concerns of a future slow down entering the picture," said Derek Miller, president and CEO of the Salt Lake Chamber. "While our unemployment rate and labor participation continue to stand out, consumer confidence has taken a dip. This comes as inflation remains high and uncertainty continues due to supply chain and commodity reserves disruption. Despite these national and international headwinds, Utah's economy remains strong and the Wasatch Front continues to drive the economic engine in our state."

Miller pointed out three essential insights from the June 2022 Roadmap to Prosperity Dashboard. They include:

1. Utah's unemployment ranks second in the nation. Utah's May unemployment rate of 2 percent is the second-lowest in the nation, tied with Minnesota and closely trailing Nebraska.

2. Utah home prices continue to

**see DASHBOARD page 2**

## Three Utah Co. cities rank highly for working parents

**Brice Wallace**  
*The Enterprise*

A new ranking indicates that Orem is the best city in the U.S. for working parents and one of three Utah County cities in the top 10.

SmartAsset looked at data from 579 cities across topics including employment, affordable housing, safety and graduation

rates. Provo is ranked No. 5 and Lehi is No. 6.

"These Utah cities offer low violent crime and unemployment rates, as well as strong high school graduation rates," the study says.

Among the stats for Orem is average annual childcare costs of \$8,796; median annual housing costs of \$13,560; a high school graduation rate of 95.16 percent (data from the 2022 county health rank-

ings); and 107 violent crimes per 100,000 residents.

Other factors used to rank the cities are median household income, the percentage of the workforce working 50 or more weeks per year, the percentage of households with Internet access, average commute time and access to parental leave.

**see PARENTS page 18**



1-877-AFCUBIZ  
americafirst.com

Federally insured by NCUA





Rethink the office.



Midwest  
COMMERCIAL INTERIORS

www.mwciutah.com | 801.359.7681 | @mwciut

## Finalists named for Women Tech Council's 2022 awards

Salt Lake City-based Women Tech Council has announced the finalists for its 2022 Women Tech Awards. The winners will be honored at an awards luncheon on Sept. 22 at the Grand America Hotel in Salt Lake City. The 2022 awards are sponsored by Divvy, Domo, Pelion Venture Partners and Vivint.

Women Tech Council said the awards focus on women who are creating new technologies, leading technology companies, driving innovation and inspiring the tech community.

"In 15 years, we've seen the undeniable power that comes from recognizing the work and impact of women who are leading the technology sector, some of whom have never had formal recognition for their groundbreaking work," said Cydni Tetro, president of WTC. "Giving visibility to these deserving women has rewritten the trajectory of our entire technology community, from innovations and new products to companies and leadership teams, and recognizing this year's finalists will accelerate that impact even further."

The 2022 finalists are AJ Brau, CEO of Wander; Alexa Kalandiak, a mechanical engineer at PassiveLogic; Amy Frampton, head of marketing at BambooHR; Amy Jo Moore, design engineering director at Northrop Grumman; Anesha McCormick, director of product for Pluralsight; Hau Moy Kwan, associate professor of computer science at Salt Lake Community College; Heidi Anderson, chief information officer at Prestige Financial Services Inc.; Jaelynn Wil-

liams, CEO of AirMethods; Julia Silge, data scientist and software engineer at RStudio PBC; Katie Neilson, co-founder and president of Assure; Kirsten Timms, senior vice president of biomarker discovery at Myriad Genetics; Kiva Allgood, CEO and president of Sarcos; and Krista Pappas, vice president of enterprise applications at Talk-Desk.

Also named were Kristina Yamada, computer science and information technology CTE education specialist for the Utah State Board of Education; Manu Sood, senior vice president of platform delivery and operations at AvidXchange; Melanie Robinson, CEO of WEBB; Natalie Birrell, senior vice president of engineering at Entrata; Pallavi Ranade-Kharkar, director of research informatics and precision health at Intermountain Healthcare; Sarah Wiley, vice president of product development at Hightop; Steph Couzin, vice president of strategic finance and business operations for Lucid Software; Sunnie Giles, general partner at Lane Venture Capital; and Travis Anna Hallstrom, co-founder and director of marketing of PassiveLogic.

Winners will be selected by a panel of judge that includes Karl Sun of Lucid, Rob Ruecker of Sorenson Capital, Derek White of Galileo, Catherine Wong of Domo, Heather Conlan Katz of Goldman Sachs, Seraphine Kapsandoy of Centene Corp., Sujatha Sampath of TI, Jennifer Smith of Zions Bancorp and Dan Hemmert of the Utah Governor's Office of Economic Opportunity.

## DASHBOARD

from page 1

rise. Utah's home prices have risen drastically over the past year with a median home sale price of \$535,000 in April.

3. Consumer confidence is falling in Utah. With some minor fluctuations, the consumer confidence trend in Utah has been declining over the past several months. June's consumer confidence was the lowest since data collection began in October 2020.

The dashboard is updated monthly, providing essential insights, tracking 10 leading mea-

asures and sharing pertinent indicators.

"Utah's economic performance continues to be a bright spot in the country and has stabilized with growth in nearly all sectors," said Natalie Gochnour, director of the Kem C. Gardner Policy Institute. "Despite the drop in consumer confidence and broader economic conditions pointing to a slowdown, Utah's strong labor force and diversified economy leave us favorably positioned to weather the headwinds sweeping the nation."

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



# Qualtrics Research shows executives are optimistic about their growth

Despite concerns about the economy, C-suite executives are more bullish about near-term revenue than they were a year ago, according to new research from Provo-based experience management platform Qualtrics. The vast majority of executives are concerned about inflation or a recession — or the combined effect of both — but still expect to increase their investments in technology and employee retention this year.

“During downturns, organizations have to focus intensely on what’s most important,” said Qualtrics CEO Zig Serafin. “Amid inflation and tough decisions about spending, the best leaders create a competitive advantage in understanding and swiftly acting on the needs, preferences, and interests of their customers and employees.”

According to the report, business leaders are concerned about the economy, but optimistic about the future of their own companies. Forty percent of leaders are concerned about stagflation — the combined effect of inflation and a recession — over the next 12 months. An additional 34 percent are worried about inflation on its own and 18 percent are worried about a recession.

In spite of these concerns, 83 percent of executives expect their companies’ revenue to increase over the next 12 months and 66 percent expect overall growth for their organizations. In 2021, these numbers were 76 percent and 59 percent, respectively.

Executives are making financial decisions for the long term, the report said. As organizations continue their digital transformations, 73 percent of C-suite leaders are planning to increase spending on technology modernization and 72 percent plan to increase spending on staffing and retaining their workforce, up from 62 percent in 2021.

Leaders are more likely to turn to short-term cost-saving measures in case of a recession, such as reducing spending on customer-facing travel (40 percent), employee perks (40 percent) and internal travel (36 percent), rather than reducing hiring plans (4 percent), downsizing their workforce (23 percent) or reducing their real estate footprint (24 percent).

The majority of leaders believe COVID will impact their business into 2023 and beyond:

- 38 percent say the pandemic fundamentally changed how they do business going forward, compared to 42 percent last year.
- 18 percent believe their business will still be impacted by COVID in 2023.
- Only 44 percent of leaders expect the business effects of COVID will be largely over by the end of the year, up slightly from 39 percent a year ago.
- When asked about their priorities for this year and beyond, public health was the top priority, with 40 percent of executives identifying it as a 2022 priority, up from 35 percent in 2021.

The Qualtrics study was fielded in June. Respondents were considered eligible if they are at least 18 years of age, employed full-time and a C-level executive, president or founder. The total number of respondents was 535.

## Utah Broadband buys Strawberry Communications

Utah Broadband, a majority owned subsidiary of Boston Omaha Corp., has acquired the Internet service business of Park City-based Strawberry Communications. The deal includes all fiber and wireless Internet assets and subscriber agreements in Park City and the Heber Valley.

“We are excited to carry on Strawberry’s tradition of great service to its customers,” said Steven McGhie, Utah Broadband founder and CEO. “Leveraging their fiber and wireless assets will complement our extensive network in these markets.”

Strawberry Communications was founded in 2014 by Jon Hagen.

“Steven McGhie and I have been talking about this for several months and feel it will provide great synergy between our companies and a great opportunity to continue to deploy the latest technology to our customers,” said Hagen.

“The Strawberry Communications team has built robust networks capable of scaling within and outside of their current footprints,” said Adam Peterson, co-CEO of Boston Omaha. “Additionally, their history of delighting customers by providing exceptional service made them a natural fit into our fiber-to-the-home strategy throughout western rural communities and beyond.”

Utah Broadband was founded over 20 years ago by McGhie. It is currently deploying fiber and wireless service in seven counties along the Wasatch Front and Wasatch Back portions of Utah.

## American Rebel to acquire Champion Safe Co.

American Rebel Holdings Inc. of Nashville, Tennessee, has agreed to acquire Provo-based Champion Safe Co. for an estimated \$9.9 million. American Rebel, which bills itself as “America’s Patriotic Brand,” said the acquisition will add more than \$20 million in revenues to the company.

Champion is a manufacturer of gun safes with three brands, including Champion Safe, Superior Safe and Safe Guard Security Products. It was founded in 1999 by Ray Crosby.

“We are excited to bring the Champion name into the American Rebel family,” said Andy Ross, CEO of American Rebel. “We believe the companies are a natural fit and their synergies will help us grow the brands. For example, Champion factories already manufacture American Rebel safes. The addition of Champion’s dealers will be a great benefit to American Rebel. Champion has a clean balance sheet and a solid backlog of orders already, so we’re ready to move almost immediately. We’re looking forward to growing together.”

“Ray Crosby is a foundational figure in the safe business and Champion Safe is the culmination of his 40 years in the safe business,” said Doug Grau, president of American Rebel Holdings. “We are proud to continue his legacy. Our combination will allow for expanded manufacturing to fill a significant backlog of orders and will allow for the development of new dealer accounts. Champion’s sizeable existing dealer base, nationwide distribution and seniority with buying groups and trade shows should have an immediate impact on American Rebel. The American Rebel team is very eager to work with Ray and his team and move the company forward.”

The acquisition is expected to close on or before Aug. 31, and is subject to customary approvals, the obtaining of financing and other closing conditions.

### Every day is a great day . . .

<b>MMMM... Mondays!</b>	<b>TASTY Tuesdays!</b>	<b>WOW Wednesdays!</b>	
<b>TWISTY Thursdays!</b>	<b>FRITTER Fridays!</b>	<b>SPRINKLES Saturdays!</b>	



Donuts    Brownies    Fritters

Turnovers    Muffins

**Family Owned & Operated**

**2278 So. Redwood Road**

**801-975-6381**

M-F 5:00 am – 2:30 pm & Sat. 7:00 am – noon

**with Darla's Donuts!**

**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](http://www.slenterprise.com)

**PRESIDENT**  
David G. Gregersen  
[david@slenterprise.com](mailto:david@slenterprise.com)

**VP/GENERAL SALES MANAGER**  
Dale Dimond  
[dale@slenterprise.com](mailto:dale@slenterprise.com)

**MANAGING EDITOR**  
John M. Rogers  
[john@slenterprise.com](mailto:john@slenterprise.com)

**CONTROLLER**  
Richard Taylor  
[richard@slenterprise.com](mailto:richard@slenterprise.com)

**OFFICE MANAGER**  
Dionne Halverson  
[dionne@slenterprise.com](mailto:dionne@slenterprise.com)

**CLASSIFIED DISPLAY**  
[david@slenterprise.com](mailto:david@slenterprise.com)

**CIRCULATION**  
Dionne Halverson  
[dionne@slenterprise.com](mailto:dionne@slenterprise.com)

**LIST DEVELOPMENT**  
[lists@slenterprise.com](mailto:lists@slenterprise.com)

**ADVERTISING INQUIRIES**  
[david@slenterprise.com](mailto:david@slenterprise.com)

**TO CONTACT NEWSROOM**  
[john@slenterprise.com](mailto:john@slenterprise.com)

**ART SUBMISSIONS**  
[art@slenterprise.com](mailto:art@slenterprise.com)

**Subscription Rates:**  
Online only, \$65 per year  
Print only, \$75 per year  
Online and Print, \$85 per year

Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, its owners or managers. Reproduction or use of contents without written consent of the publisher is prohibited. All rights reserved.

© 2022 Enterprise Newspaper Group Inc.  
Periodical postage paid at Salt Lake City, Utah  
POSTMASTER: Send address corrections to:  
P.O. Box 11778, Downtown Station  
Salt Lake City, Utah 84147



## Any Hour Group acquires three companies

Orem-based Any Hour Group, a provider of home services in the Mountain West region, has announced that it is acquiring three additional home services businesses. The three firms joining Any Hour Group are Magic Electric, Plumbing, Heating & Air of Jerome, Idaho; Perfect Plumbing, Heating & Air, based in Garden City, Idaho; and Tucson, Arizona-based Strongbuilt USA. Financial terms of the transactions were not disclosed.

Founded in 1961, Any Hour is a provider of home services, including HVAC, plumbing and electrical services. In 2021, the company partnered with San Francisco-based private equity firm Knox Lane to help it accelerate growth through strategic acquisitions. In January, the company announced partnerships with Penguin Air, AC by J and Advanced Home Services.

With the addition of Magic and Perfect, Any Hour now has operations in the Boise, Twin Falls and Idaho Falls, Idaho, while Strongbuilt extends Any Hour's existing footprint in Arizona to Tucson, while adding a presence in Albuquerque, New Mexico. Each business will retain its respective brand, headquarters and management team, while draw-

ing on Any Hour's capabilities in digital marketing, recruitment, training and operations.

"We are incredibly excited to add Magic, Perfect, and Strongbuilt to the Any Hour Group, and to partner with their founders to continue growing our businesses together," said Wyatt Hepworth, CEO of Any Hour. "We are excited about the opportunity to continue our rapid organic growth while adding more partners to our group, and we expect to build on our strong momentum across Utah, Idaho, Arizona and New Mexico as we continue to explore strategic opportunities across several other new markets in the near term."

"We are thrilled to be adding three additional incredible operators to our platform, some of which we have known for decades, as we continue to execute on our long-term vision," said Jeremy Hansen, chief operating officer of Any Hour. "All three of these partners share our focus on building great businesses centered around customer and employee success and we look forward to leveraging our combined resources to provide the highest-quality home services in the Mountain West region."

## Biomerics buys Dependable Plastics

Salt Lake City-based Biomerics, a medical device contract manufacturer in the interventional device market, has acquired Dependable Plastics of Fairfield, California. Dependable specializes in advanced thermoforming, liquid cast resin molding and additive manufacturing.

With the acquisition, Biomerics will create a new division, Biomerics Interventional Medical Plastics (IMP) Division. Biomerics' IMP Division with operations in Fairfield and Salt Lake City as a full-service plastics component supplier to the interventional device market with a focus on robotic-assisted surgery.

The acquisition marks Biomerics' second expansion into California, complementing its Micromachining Center of Excellence in Santa Clara.

"In support of our leading customers, Biomerics is excited to launch our Interventional Medical Plastics Division," said Travis Sessions, CEO of Biomerics. "This acquisition expands our plastic component capabilities for the interventional robotic surgical market. We are excited to welcome the Dependable Plastics employees to the Biomerics team."

Biomerics IMP will be led by Brett Poole who will as-

sume responsibilities from Dependable founders Harry Marquez and Emil Eger, who started the company in 1983.

"I look forward to joining Biomerics to lead the Dependable Plastics team," said Poole, who has been named president of Biomerics' new division. "I look forward to continuing the 40-year history of excellence and integrating these new capabilities into Biomerics."

"We are delighted to join forces with the Dependable Plastics team carrying on a legacy of superior service," said Chris Richardson, Biomerics vice president of sales and marketing. "Biomerics IMP, combined with our other divisions, makes Biomerics the single-source vertically integrated solution for the interventional market. We look forward to continuing our deep relationship with our industry-leading customers."

"The Biomerics IMP Division was created to integrate Biomerics' various plastics manufacturing component technologies to enable rapid design, development and manufacture of plastics components for the robotic and interventional markets," said Sessions. "We look forward to partnering with our customers to make important advances in patient care."

HELPING YOU AVOID  
STEPPING IN IT, AND GUIDING  
YOU THROUGH THE CLEANUP  
IF YOU DO  
THAT'S OUR SPECIALTY, TOO.

### ENVIRONMENTAL & NATURAL RESOURCES LAW GROUP

With a firm full of expert attorneys in over 30 practice areas, turns out just about everything is our specialty— including assisting with all aspects of your project from development, planning and permitting to reclamation and shutdown, and everything in between. And with over 150 years of getting results from the conference room to the courtroom, Fabian VanCott has the experience, local connections, and valuable insights our clients depend on time and time again.

Fabian VanCott

Salt Lake City | Las Vegas | [fabianvancott.com](http://fabianvancott.com)



## Hughes returns to O'NA Healthcare

O'NA Healthcare Inc., a Salt Lake City provider of holistic healthcare, has announced that Lisa Hughes has been named president and CEO, a position she previously held. Hughes has returned to the company following complications arising from serious health concerns, the company said.

Hughes has more than 15 years of senior management experience, including a decade of strategic development and plan execution at Tribal Active Management Services in Salt Lake City, most recently as president and CEO. Prior to that, she was president and CEO of True Health, a lean process and business systems company.

"I am very excited to be returning to the O'NA Healthcare team," said Hughes. "I believe O'NA Healthcare has a great business model and talented management team that are uniquely positioned to capitalize on the changing healthcare environment. As the industry

evolves through restructuring, consolidation and technology migrations, I believe O'NA Healthcare is uniquely positioned to provide quality, cost-effective insurance to anyone looking for alternative healthcare in the United States."

As founder of the Conscious Healing Institute, Hughes successfully raised private capital and led the company through a reorganization and significantly grew annual revenues, guiding them to win a number of product awards as well as industry recognition, a press release from O'NA Healthcare said. Before founding the Conscious Healing Institute in 2020, Hughes had been a consultant, speaker and educator on the subject of energy healing.

Hughes received a bachelor's degree in mechanical engineering from the University of Utah and a lean product development certificate from the University of Michigan.



**“COMING TOGETHER IS A BEGINING.  
STAYING TOGETHER IS PROGRESS AND  
WORKING TOGETHER IS SUCCESS”  
— HENRY FORD**



**R & O CONSTRUCTION**

**SALT LAKE CITY, UTAH • OGDEN, UTAH • LAS VEGAS, NEVADA**

**WWW.RANDOCO.COM**



# Succeeding in Your Business

## Keeping the bromance alive when brothers each own half the business

“My brother and I formed a small business several years ago and it has done very well. We make enough to support ourselves and our families.

“We have always been 50/50 owners of the business and it has always worked out well. We even have equal titles: I am president, and he is chairman. My concern is for the future. We have been approached by a couple of investors, and while nobody has come up with an offer we are willing to accept, all of them have asked that one of us be the majority owner of the business so that decisions can be made if the two of us ever disagree.

“Frankly, I don’t see that ever happening, and if it did, I would place family over business. But do you know any creative way we can make prospective investors happy on this point if and when the right offer comes along?”

First of all, congratulations on building a successful business with your brother without any friction. That is a very rare achievement in this day and age.

When small businesses are first launched, fights between the owners rarely happen. This is because there is usually nothing much to fight about at that point.

As the business grows, however, the likelihood of disagreements between the owners multiplies exponentially because now there is something — usually a quite substantial

something — to fight over. Each of the owners looks at the other and says to himself or herself,

“I am the reason this business is successful, and this other person is getting 50 percent of the profits. That’s not fair!” Often, that attitude is fueled by family members who were not present or did not care much about the business when it was first formed — spouses, boy-friends or girlfriends, children, in-laws. Everyone thinks they know what’s best for a business once it’s proven itself, and these unsolicited “consultants” can wreak havoc with an organization that isn’t broken and doesn’t need fixing.

You are wise to place family first in a situation like this. Your prospective investors should realize a big part of the business’ success is your ability to work well together. But your investors are also wise to be cautious about a 50/50 ownership structure. If you and your brother ever disagree, there’s a risk the business will be deadlocked and cannot move forward.

There are no easy solutions here, but there are a number of ways to get around this you should consider, without having to flip a coin to decide who gets the 51 percent and who the 49 percent of this business. For example:

- If the two of you are directors of the corporation or limited liability company that runs the business, one of you could be given an extra vote solely for the purpose of breaking any tie

in a board vote.

- You and your brother could sign a mediation agreement requiring any dispute between the two of you to be submitted to mediation by an acceptable third-party mediator. (When I do these, I usually include the name of a person and two alternates who are “pre-approved” by the two of you — for example, your father, the company’s accountant or a mutual friend the two of you both respect).

- You and your brother could agree to add the investor as a third board member. The risk here, though, is that gives your investor a “swing vote” that would enable him to play each of you off against the other.

- You could enter into an agreement dissolving your company if the two of you disagree and can’t resolve the dispute within a reasonable time (for example, 90 days).

I personally prefer the last choice because it puts real pressure on both of you to resolve any disputes without the involvement of third parties. Neither of you will be willing to “kill the goose that’s laying the golden eggs” supporting your families, and you will be more willing to compromise to keep the company alive. Also, this approach guarantees that both of you will be nagged to death by your spouses (if not your investors), not to be unreasonable.

Of course, your investors may not be comfortable with such a “ticking time bomb” provision in the company paperwork because they are afraid

they will be left out in the cold. One way to ease their concerns is to add a provision that if the “dissolution” provision is ever invoked the investor’s ownership stake would be converted into debt, allowing them to get their investment money back before you and your brother get any of the proceeds.

The most important thing for the two of you right now is to continue communicating closely on all management

decisions the way you always have. In the words of country songwriter Keith Whitley, “We disagree but in the end there will never be two closer friends, and brotherly love is something we all need.”

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

COPYRIGHT 2022 CLIFFORD R. ENNICO  
DISTRIBUTED BY CREATORS.COM



## SINTX Tech. acquires TA&T

SINTX Technologies Inc., a Salt Lake City original equipment manufacturer of advanced ceramics, has acquired Technology Assessment and Transfer Inc. (TA&T). Based in Annapolis, Maryland, TA&T is high-technology small business that specializes in development of advanced, materials-oriented technologies for aerospace, defense, biomedical and industrial applications.

“We are excited to acquire TA&T and take another step towards diversifying and strengthening SINTX,” said Sony Bal, president and CEO of SINTX. “TA&T will expand our use of advanced manufacturing technologies and introduce new ceramic material platforms to the SINTX portfolio. We expect the acquisition to bring immediate revenue to SINTX via TA&T’s well-established relationships with commercial partners and the U.S. government.”

TA&T’s technologies and products include 3D printing of ceramic medical devices and heat exchangers, chemical vapor infiltration and deposition of complex fiber-reinforced ceramic-matrix composites and hot-pressing of transparent armor and other technical ceramics.

“Technology Assessment and Transfer is excited about the opportunity that the SINTX acquisition provides for product growth in commercial, aerospace and medical applications,” said Larry Fehrenbacher, co-founder and president of TA&T. “The blend of federally funded innovative technologies and SINTX’s business acumen is a compelling synergistic formula for future success.”

**Serving Utah**  
**FOR 70 YEARS!**

Celebrate 70 years in business with us,  
and plan for 70 more!

Member FDIC

CELEBRATING  
**70**  
YEARS  
STRONG

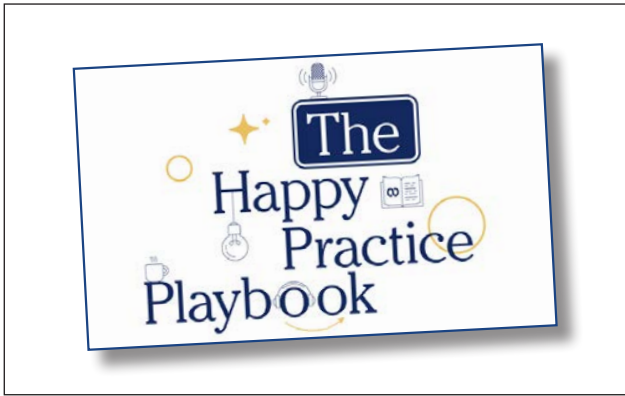
**BANK OF UTAH**

BUSINESS ■ PERSONAL ■ TRUST ■ MORTGAGE



# Innovate Utah

## NEW IDEAS, PRODUCTS AND SERVICES FROM UTAH COMPANIES



**Weave**, a customer communication platform for small business, has launched a podcast for dental offices and their staffs designed to drive in-depth conversations around how to build and maintain a happy practice. The Lehi-based company calls the podcast “**The Happy Practice Playbook**.”

“As staffing shortages continue to plague small dental practices, The Happy Practice Playbook is designed to provide leadership tips, practice management tools and expert guidance for every role in the practice, including dentists, practice administrators, billing specialists, front desk staff or office managers,” the company said about the podcast.

Weave said that dental industry thought leaders such as Dr. Todd Snyder; Dr. Lori Trost; and Arden Jolley, the “Dental Geek” are joining host Monique Jones for the first set of episodes that were recently launched. Other experts on dental practice operations, leadership and patient experiences join the podcast to share tips and tricks.

“The Happy Practice Playbook is all about giving dental office professionals and staff a place to learn and share their best tips and advice to make their office that much happier and more efficient,” said **Chris Baird**, Weave’s chief marketing officer. “Dental offices know that happy staff make the patient experience exceptional, and a happy practice just runs better.”

The podcast is paired with a Facebook group for listeners to further explore the episodes and ask follow-up questions, share tips from their own practices and learn best practices from other offices.

The podcast is available on Spotify, Apple podcasts, Google Podcasts, Amazon Music Podcasts, Castbox, Stitcher and YouTube.

Provo-based experience management platform **Qualtrics** has released **Course Evaluations**, an education solution that helps schools improve teaching, student engagement and retention by using a tool that manages the entire evaluations process — from customizing questions to analyzing results on the institutional, department and professor levels.

Course Evaluations simplifies the assessment process with customizable evaluations that students can respond to via email or a learning management system. “Schools are still adapting to the seismic changes of the pandemic. Their task now is to dial in to the experiences students are having — in and out of the classroom — that will keep them engaged in learning,” said **Omar Garriott**, global head of education at Qualtrics. “Students demand

it. Waiting weeks or months to collect course and instructor feedback is a thing of the past.”

**LifeVantage Corp.**, a Lehi-based nutrigenomics company, has launched **TrueScience Liquid Collagen**, a liquid supplement that activates, maintains and replenishes the body’s production of collagen to support skin firmness and elasticity. The formula features ruby quinoa extract, a grain that helps the body make more collagen and helps slow the breakdown of existing collagen. “The results of gene studies on the ruby quinoa in Liquid Collagen have been beyond impressive,” said **Steve Fife**, LifeVantage president and CEO. “It slows down skin aging by influencing the activity of



genes that can preserve and activate production of the body’s natural collagen. We have seen incredible results after people have used the product for only 30 days. We’re thrilled to unveil a revolutionary product that can help people look and feel healthy and vibrant.”

**Action Target Inc.**, a developer of live-fire shooting ranges based in Provo, has introduced its portable steel target system, the **PT Ranger**. The PT Ranger is a rapidly deployable target system for pistol and rifle practice.



Engineered for high-volume shooting, the PT Ranger features rapidly deployable feet that unfold with no fastening pins or tools needed. Using a single 2x4 board, purchased separately, the PT Ranger is designed with various shooting scenarios in mind and is available with five steel silhouette targets. “There is nothing that compares to shooting on steel. The PT Ranger provides a safe, clean shooting experience, enhancing your next day at the range no matter what kind of shooter you are. Improve your next shooting experience by getting the Action Target PT Ranger,” a company release said.

Park City-based **GCommerce**, a digital marketing agency for the hospitality industry, has announced the launch of its new metasearch platform **Metadesk** to make metasearch easier and transparent. The new platform is a software-driven experience combining programmatic and AI technology designed to



address known pain points and frustrations experienced by hoteliers regarding the management of their metasearch channels while leveraging GCommerce’s media management and optimization skills. “Metasearch is quickly being categorized as a revenue management tool, and Metadesk is here to challenge that notion,” said **Lindley Cotton**, president and partner at GCommerce. “Metasearch advertising should be continually managed and optimized for top performance. The industry is desperate for new players; the technology should be easy and less cumbersome while utilizing performance-

based media techniques. Why can’t hoteliers expect both? With Metadesk, they can.”

**Merit Medical Systems Inc.**, a South Jordan-based manufacturer and marketer of healthcare technology, has released its **SCOUT Mini Reflector**. The mini reflector is used in surgery of soft tissue, such as breast and lymph nodes. By implanting the tiny reflector, approximately the size of a grain of rice and 33 percent smaller than the standard



reflector, physicians can surgically remove abnormal breast tissue while minimizing trauma to surrounding healthy tissue, which may result in more successful surgeries and improved patient outcomes. “Merit’s mission is to understand physician needs and innovate and deliver products that drive better patient outcomes,” said **Fred P. Lampropoulos**, Merit Medical’s chairman and CEO. “Merit recognized the need for smaller implantable devices for some physicians and patients. We are pleased to deliver an improved technology that enhances treatment.”

**Pluralsight**, a technology workforce development company based in Draper, has introduced two new features for its Pluralsight Flow software development platform. The new features are **Team Health Insights**, which enables engineering leaders to



proactively diagnose the holistic health of their teams, and the **Sprint Movement** report, designed to help with sprint planning and predictability efforts. The new capabilities complement Pluralsight Flow’s goal to help engineering organizations better understand their workflows and deliver value to customers, the company said. “By introducing Team Health Insights and the Sprint Movement report, Pluralsight Flow is delivering new insights that give engineering leaders the power to understand team constraints, identify how they can best address them, improve the developer experience and ultimately deliver more value to customers faster,” said **Greg Ceccarelli**, general manager of Pluralsight Flow.

**SixFifty**, a legal document software company based in Midvale, has released a free automated tool to help Utahns change their name or gender marker. **Identity 650** generates the paperwork required by Utah courts and guides users through the petition process. The current system to change a person’s name or gender marker requires at least 15 pages of legal documents which need to be completed at different times and submitted in different ways and Identity 650 generates all the



necessary documentation. “The law is for everyone,” said Ransom Wydner, vice president of pro bono of SixFifty. “For most people, though, the process of changing their name or gender marker is too complex and they don’t know how to get help. SixFifty built these free tools to make the process more accessible.”



# Industry Briefs

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

## BANKING

• **Bank of Utah**, Ogden, has hired **Karen Geertsen** as a reverse mortgage advisor and **Hillaree Harrison** as a mortgage loan officer. Both will be based out of the bank's Sandy branch. Geertsen will help seniors understand how reverse mortgages can help them convert part of the equity in their homes into tax-free income. She began her career in the mortgage industry more than 24 years ago as an assistant for a mortgage broker. She was promoted to loan processor and then to mortgage loan officer. Harrison will provide financing solutions for home purchases, new construction, lots and refinances. She began her career in 2012 with the Utah Housing Corp., where she worked as a loss mitigation specialist, helping struggling homeowners find mortgage solutions to keep them in their homes. She also worked



Karen Geertsen



Hillaree Harrison

as an account manager for Prestige Financial Services, and most recently served as a mortgage consultant for Wyndham Capital Mortgage. Harrison earned a bachelor's degree from the University of Utah.

• **Columbia Bank**, a Washington-based subsidiary of Columbia Banking System Inc., has expanded its business lending division into Utah with the hires of veteran Salt Lake City-area bankers **Jeffrey Thomas** and **James Divver**. Each has more than 20 years of banking leadership experience in Utah. Thomas joins as a senior vice president and commercial banking lead. He will spearhead Columbia's Utah operations. Thomas most recently was senior vice president and business banking market leader for U.S. Bank in the Salt Lake City area. Earlier in his career, he held senior leadership positions at Zions Bank in Utah. His education includes graduating from the University of Utah and earning an MBA from Westminster College. Divver joins as a senior vice president and business development officer. He previously was senior vice president



Jeffrey Thomas



James Divver

of government relations for Zions Bank, part of over two decades at the company. Divver earned a bachelor's degree in political science from the University of Utah.



Everything for the Contractors

We rent the best

---

4343 Century Drive  
Salt Lake City, UT 84123

801-262-5761

[www.centuryeq.com](http://www.centuryeq.com)



## CONTESTS

• Nominations are being accepted until 5 p.m. July 29 for the **2022 Diversity Summit Awards**, a Salt Lake Chamber program recognizing public, private and nonprofit organizations that represent excellence in all areas of diversity, including age, disability, gender, sexual orientation, race and religion. The categories are large business (250-plus employees), medium business (50-249 employees), small business (up to 49 employees) and government or nonprofit organizations. Details are at [slchamber.com](http://slchamber.com). Utah's Business Diversity Summit takes place Oct. 28, 7:30 a.m.-3:30 p.m., at Salt Lake City Marriott Downtown at City Creek.

## ECONOMIC INDICATORS

• **Utah** is ranked No. 12 on a list of states with the **most privately held, bootstrapped healthcare companies founded in 2021-22**, compiled by **SourceScrub**, a data provider for investors. Utah has such nine companies. The top-ranked state is California, with 69.

• **Utah** is tied for No. 15 on a list of states with the **largest privately held companies**, compiled by **SourceScrub**, a data provider for investors. Utah, Michigan, Missouri and Oregon each have 14 such companies that have started since 2015 and have 500-10,000 employees. California is ranked No. 1, with 117.

• **Salt Lake City** is ranked No. 89 on a list of "2022's Geekiest Cities," compiled by **Lawn Love**. It compared the 200 largest U.S. cities, using metrics like stores

selling comics, video games, trading cards and board games. It also looked at the number of geek meet-up groups, costume shops (for cosplayers), and whether the city has hosted events like comic-cons and renaissance festivals. The top-ranked city is New York City. Several cities tied for No. 196. Details are at <https://lawnlove.com/blog/geekiest-cities/>.

## GOVERNMENT

• The U.S. Department of Housing and Urban Development's Office of Multifamily Housing has closed a Rental Assistance Demonstration transaction with the **Housing Authority of the County of Salt Lake** at its **New City Plaza** site. The transaction will preserve 299 low-income housing units, maintaining long term, stable and affordable housing for low-income seniors and non-elderly disabled residents in Salt Lake County. The RAD transaction includes a \$39.8 million construction budget (\$133,110 per unit). Currently, the Housing Authority of Salt Lake City and the Housing Authority of the County of Salt Lake manage two adjacent buildings, the City Plaza and the County High Rise, as individual projects. While located on the same parcel, the two buildings have lacked any physical connection between them. Through RAD, the project will convert and renovate the two projects and manage them as one project post-conversion. The city-owned City Plaza and the county-owned County High Rise managed and owned by the Housing Authority of the County of Salt Lake will lead to a more efficient management of the two adjacent properties, enabling the Housing Authority to free up more funding up to be allocated toward other residential and affordable housing capital needs. The project will add a one-story connecting breezeway and all units will be upgraded.

## HEALTHCARE

• **Blackrock Neurotech**, a Salt Lake City-based company focused on brain-computer interface technology, has hired **Nathan A. Smith** as chief financial officer. Smith will lead Blackrock's finance organization, including infrastructure management, capital deployment and investor relations. Smith has more than 19 years of financial executive experience in the biotech and pharmaceutical sector, most recently spending 14 years at Myriad

Genetics, where he played a role in growing its finance, investor relations and treasury departments and was responsible for the divestiture of three unique business units.

## INVESTMENTS

• **Peterson Private Equity**, Salt Lake City, has invested in **Black Mountain Software**, a Montana-based provider of government accounting and billing software. The amount was not disclosed. The investment will help the company accelerate product expansion and innovation, as well as growth beyond current geographies. The company was founded in 1993. In conjunction with the investment, **Mike Fabrizio** and **Nate Quinn** will be joining the management team as co-CEOs. Prior to Black Mountain Software, Fabrizio was on the investment team at Accel-KKR. Quinn previously was on the investment team at Menlo Ventures.



Mike Fabrizio



Nate Quinn

## LAW

• **Ballard Spahr** has named litigation partner **Jason D. Boren** as office managing partner for its Salt Lake City location. Boren is an experienced litigator at both the trial and appellate levels. His litigation practice focuses on complex civil and business litigation disputes involving a wide variety of matters. Boren succeeds litigation partner **Mark R. Gaylord**, who served as Salt Lake City office managing partner for six years.



Jason Boren

## PHILANTHROPY

• The **Miracle of Agriculture Foundation** and **Utah Farm Bureau** recently held a "Miracle Project" at the Mountain America Expo Center in Sandy. This event provided food donations to approximately 400 families in Sandy and the surrounding area. The foundation is a nonprofit organization set up as the charitable arm of the **Utah Farm Bureau Federation**. Additional logistical and in-kind

**WHATEVER YOU'RE UP AGAINST, WE HAVE THE TOOLS TO HELP YOU GET THE JOB DONE.**



• GRADE MANAGEMENT SOLUTIONS • OBSTACLE INTELLIGENCE  
• JOBSITE AUTOMATION • MACHINE HEALTH MONITORING





**HONNEN**  
EQUIPMENT

[Honnens.com](http://Honnens.com) 800-646-6636



# Industry Briefs

from previous page

support has come from several partners, including **Utah State University**, its **Hunger Solutions Institute** and **Create Better Health Program**, and the **Utah Department of Agriculture and Food**. Additional donations and contributions for the project have been made from **The Church of Jesus Christ of Latter-day Saints**, **DairyWest** and **Farm Bureau Financial Services**. Since the Miracle Projects started in 2020 with the onset of the pandemic, the foundation has provided approximately 1.6 million pounds of food, with a retail value of approximately \$3.5 million, to more than 40,000 residents in Utah.

• **Nilson Homes** has spearheaded the effort to construct a home at no cost for the family of a former North Ogden mayor killed in action in Afghanistan in 2018 while on leave from his duties as mayor. Jennie Taylor and her seven children are poised to move into their new home, located on existing property where Jennie and Brent Taylor planned to one day build their dream home. The 5,070 square-foot, five-bedroom home is included in the Northern Wasatch Parade of Homes, taking place through July 23. The philanthropic initiative began in early 2019 and Nilson Homes began to coordinate with the **Have a Heart** program and a team of generous contractors on the project. The Taylor home marks the first in what will become an annual Nilson Homes initiative to build a home for a local veteran family in need.

## REAL ESTATE

• **Mortenson**, a Minnesota-based builder, developer and real estate investor, has promoted three people for its leadership team in Salt Lake City: **Sarah Narjes** to general manager, **Corey Furst** to director of operations, and **Jon Hines** to development executive. Narjes joined Mortenson in 2007, overseeing a variety of complex projects in the Denver market. In 2014, she transitioned to the Mortenson Sports+Entertainment Group, serving in a variety of leadership roles for high-profile sports stadiums. Furst joined Mortenson's Federal Contracting



Sarah Narjes



Corey Furst



John Hines

Group as a project executive in 2015, leading multiple projects for the U.S. Coast Guard, Marine Corps, Air Force and Navy. In 2020, he relocated to Utah to lead the Eagle Mountain Data Center Building 3 project with Meta. Hines joined Mortenson's Chicago team in 2008, providing leadership for new development and partnerships across asset classes.

• **Capstone Cos.**, based in North Carolina, has launched the brokerage firm's new regional office in Salt Lake City. The new office is led by investment sales advisor **William Moss**, who has extensive experience in commercial banking and real estate investment. Moss joins Capstone after working as a vice president and business banking officer of Hillcrest Bank. Prior to joining Hillcrest, Moss was a manager of portfolio management at Member Business Lending. Established in 2008, Capstone Cos. has maintained an exclusive focus on multi-housing brokerage, and the growth and expansion of its service lines in the commercial real estate industry.



William Moss

• **Benloch Ranch** recently held a "vertical" groundbreaking event for the 2,550-acre sustainable development near Park City. Just south of the Jordanelle Reservoir on State Route 32, Benloch Ranch currently has street signs, asphalt, charged fire hydrants, entrance features and bridges. The construction of homes began after the groundbreaking event.

## RECOGNITIONS

• **Jason Olsen**, CEO of Image Studios, Salt Lake City, has been named to a list of the **most inspiring leaders** by *CXO* magazine, which features a variety of global leaders in the franchise industry. Image Studios was established in 2010 and began franchising in 2016. It has awarded 190 licenses across 22 states.

• **Six Utah companies** are among the "**Top 100 Pest Control Companies in 2022**," compiled by *Pest Control Technology Magazine*. They are No. 6 **Aptive Environmental**, Provo; No. 13 **Fox Pest Control**, Logan; No. 15 **Greenix Pest Control**, Orem; No. 21 **Saela/Edge Pest Control**,

Orem; No. 47 **Evergreen Pest Solutions**, Highland; and No. 62 **Ardent**, Highland. The list is based on the previous year's revenues.

• **KURU Footwear**, based in Murray, has been named to a list of "**fastest-growing online shops of 2022**," compiled by *Newsweek* in partnership with data and research firm **Statista**. The company was categorized as "extremely high growth" by *Newsweek*. KURU Footwear was founded in 2009 by CEO Bret Rasmussen and creates and sells orthopedic shoes that don't look orthopedic. To compile the annual ranking, *Newsweek* partnered with Statista to determine which 1,000 shops across 37 categories are the fastest-growing online shops.

## RESTAURANTS

• **Island Fin Poké**, a fast-casual restaurant known for its Hawaiian-style build-your-own poké bowls, has announced it will enter four new markets by the end of 2022, including Salt Lake City. Founded in 2017, it has more than 20 locations open, with several others in various stages of development.

## TECHNOLOGY

• **IFIT**, a Logan-based global fitness and well-being subscription technology company, has

named **Dale R. Gerard** as chief financial officer. Gerard has more than 25 years of finance, treasury and operational experience, with significant consumer technology and subscription services experience after spending the past 12 years at Vivint, most recently as its CFO. Gerard currently serves on the board of M-3 Brigade Acquisition II Corp.



Dale Gerard

• **Weave**, a Lehi-based company offering a customer communication platform for small business, has hired **Erin Goodsell** as chief legal officer. Goodsell most recently was director and associate general counsel at Qualtrics for nearly six years. Before that, she spent over eight years at tech law firm Cooley LLP.



Erin Goodsell

## WAREHOUSING

• **Portal Warehousing** has opened at 1580 S. 500 W., Salt Lake City. It is the state's first flexible industrial space solution, with 50 percent of its tenant space

already occupied by e-commerce and distribution companies. It offers a flexible warehousing and community solution specifically for growing e-commerce merchants that can't afford or justify their own warehouse space. The 30,000-square-foot space features 22 office suites ranging in size from 250 square feet to 2,500 square feet. It will also double as a space to host a variety of community events, art installations and other activities. **Capstone Equities**, a New York City-based private equity firm, developed the Portal Warehousing concept in 2021 and selected Salt Lake City for its first location.

**We carry more than heavy construction equipment.**

Light equipment in stock. Mixers, saws, pumps, generators, jumping jacks, and much more.

**RASMUSSEN EQUIPMENT COMPANY**

3333 West 2100 South  
Salt Lake City, Utah 84119  
(801) 972-5588

[www.rasmussenequipment.com](http://www.rasmussenequipment.com)

**TO DONATE:**

Text WarmUpUtah to 44-321

**OPERATION warm**  
more than a coat



## Legal Matters

### Try using accelerated examination to get your patents faster

Drafting a patent application usually requires that the patent attorney or agent predict what prior art the examiner may cite, and what prior art might destroy the novelty of the claims as filed. The practitioner also needs to be able to predict what prior art may be cited in an obviousness rejection and how the examiner may combine the prior art to make the rejection. This exercise of predicting what may happen in future prosecution is intended to provide great flexibility in the application's disclosure to support a variety of claim amendments in later prosecution. This is because there is always a variety of ways that



**BRENT  
JOHNSON**



**JENNIFER  
ZHOU**

an examiner might potentially use the prior art to reject the claims. In fact, examiners frequently make rejections that are different than what an attorney or agent might have expected. As a result, later prosecution can reveal the weaknesses in the disclosure of the application as filed. Fortunately, accelerated examination in the U.S. can help to address this disadvantage.

One of the biggest problems a patent applicant faces is that the publication of her own application (Application 1) may prevent the applicant from having any remedy for the gaps in disclosure. Most countries do not consider unpublished applications to

be prior art for obviousness or inventive step purposes. Thus, a patent applicant can file a new patent application (Application 2) before publication of Application 1 with addition of new disclosure that supports new claim limitations. This may be very useful for Application 2 to avoid the prior art cited against Application 1 for the purposes of obviousness or inventive step. It also allows the patent applicant to add new claim limitations in Application 2, which are novel but are probably not inventive or are obvious over Application 1.

Most of the time, the first Office Action is normally received within three months of filing an application under accelerated examination in the United States. This means that if Application 1 is filed at or before the 12-month priority claiming deadline (for an ear-

lier U.S. Provisional Application or an earlier priority application originating outside of the U.S.), the first Office Action will likely be received several months before Application 1 publishes (18 months from the priority date).

As a result, the applicant has an opportunity before Application 1 publishes to see what rejections are made against the claims of Application 1 in the first Office Action, and based on that to decide whether it is necessary to file Application 2 before Application 1 is published. The pre-publication filing of Application 2 avoids Application 1 as prior art for the purposes of obviousness or inventive step, while still allowing the applicant to add new subject matter, and/or revise or add new disclosure to support amendment around the problematic prior art raised in the Office Action in Application 1.

Another advantage of accelerated examination is that can allow an attorney or agent to be strategic about priority claiming in the application. Because the applicant can potentially wait to see what the examiner cited references and rejections are in the first Office Action before deciding whether to make changes to a priority claim in question still early enough to avoid paying a petition fee or having to make a statement that the delay in making the priority claim is unintentional. (37 CFR 1.55d(1).)

Another significant advantage of accelerated examination is that a thorough U.S. prosecution is completed prior to the 30-month national stage filing deadline, which can help the applicant to make informed decision on which countries to file national phase application. This can potentially be useful in saving tens of thousands of dollars, or more, in international patent prosecution.

There are a number of ways that patent prosecution in the U.S. can be accelerated. Among them, we have found Track I accelerated examination particularly useful. Track I is a procedure for expedited review of a patent application for an additional fee. The Track I program provides for final disposition of a U.S. utility or plant patent application within 12 months, on average, from the date on which the Track I request is granted.

Track I examination is requested under 37 CFR § 1.102 (e). Currently there is a Track I filing fee of \$4,200 for large

entity (\$2,100 for small entity) in addition to the normal filing fee, search fee, examination fee, processing fee, publication fee and any excess claim or page fees.

Additionally, the following requirements must meet for filing a Track I patent application:

1. There can be no more than four independent claims;
2. There can be no more than 30 total claims; and
3. There can be no multiple dependent claims.

Furthermore, for filing a Track I U.S. patent application, in addition to the normal filing documents for a regular track patent application, you also need submit Track I Request form (Doc Code: TRACK1.REQ). We strongly recommend using the USPTO's certification and request form PTO/AIA/424 to request prioritized examination.

When filing a Track I patent application, the applicant needs to be mindful of the following rules.

The Track I prioritized examination program grants special status until one of the following occurs:

- a. Filing a petition for extension of time;
- b. amending the application to contain more than four independent claims, more than 30 total claims or a multiple dependent claim;
- c. filing a request for continued examination (RCE);
- d. filing a notice of appeal;
- e. filing a request for suspension of action;
- f. a notice of allowance;
- g. a final Office Action;
- h. the application is abandoned; or
- i. examination is completed as defined in 37 CFR 41.102.

In summary, accelerated examination, such as Track I in the United States, is a valuable tool for the patent prosecutor. Not only does it allow a patent practitioner to get patents quickly for her client, but it also provides strategic advantages for the client during prosecution.

Brent Johnson is a shareholder at Maschoff Brennan. He is focused on patent prosecution, BPAI post-grant proceedings, IP due diligence and client counseling — particularly in the areas of pharmaceutical and other chemistry-related technologies.

Jennifer Zhou is a patent agent at Maschoff Brennan. Her practice has a strong life science and technology focus, including patent application drafting and prosecution. She has published over 40 peer-reviewed papers in scientific journals.

**PROTECTING YOUR IDEAS AND YOUR BUSINESS.**

Maschoff Brennan provides legal counsel and representation to some of the world's most innovative companies. With offices in the technology-focused regions of Utah and California, our attorneys are known for having the breadth of experience and insight needed to handle technological and business issues across all industries and geographic boundaries. We assist clients with complex litigation and intellectual property-related challenges, and represent them with the dedication and creativity they have come to expect.

**SALT LAKE CITY | PARK CITY | IRVINE | LOS ANGELES**

**Maschoff  
Brennan**

801.297.1850 | MABR.COM



# Have underperforming employees? How to get them back on track

In any workplace, it's a scenario that no leader likes to encounter — an underperforming employee. Unfortunately, due to the pandemic, it's something that all team leaders need to be on the lookout for now more than ever.

Even though remote work allows us to connect and do our jobs, there are indeed challenges that come from not being in the workplace and having the same resources at your fingertips. In addition, employees are dealing with more and more family issues and emotional stress due to the pandemic, and this can easily take a toll on job performance.

Great leaders are aware of the extra challenges the pandemic has caused, and they are proactive about staying in touch with their employees and addressing their concerns before they escalate into more significant problems like performance issues.

To best accomplish this,

leaders must take both an inward and outward approach to getting their employees re-engaged and performing at their best.

Looking inward, a leader is trying to figure out: "How have I been letting this person down? How have I been getting in the way?"

More specifically, the questions a leader asks herself to look inward are:

- Is it clear what needs to get done? How can I make the goals or expectations clearer?
- Is the level of quality that's required for this work clear? What examples or details can I provide to clarify the level of quality that's needed?
- Am I being respectful of the amount of time you have to accomplish something? Can I be doing a better job of protecting your time?
- Do you feel you're being set up to fail in any way? Are my expectations realistic?

What am I asking that we should adjust so it's more reasonable?

- Do you have the tools and resources to do your job well?
- Have I given you enough context about why this work is important, who the work is for or any other information that is crucial to do your job well?
- What's irked you or rubbed you the wrong way about my management style? Does my tone come off the wrong way? Do I follow up too frequently with you, not giving you space to breath?

Looking outward, a leader is trying to figure out: "What on the employees' end is limiting them? What choices or capabilities of their own are keeping them from achieving their best work and results?"

More specifically, the questions a leader asks himself to look outward are:

- How have you been feeling about your own performance lately? Where do you see opportunities to improve, if any?
- What are you most enjoy-

ing about the work you're doing? What part of the work is inspiring, motivating and energizing, if any?

- What part of the work do you feel stuck? What have you been trying the "crack the nut" on, but it feels like you're banging your head?
- What part of the work is "meh"? What tasks have you felt bored or ambivalent about?
- When's the last time you got to talk to or connect with a customer who benefited from the work you did? Would you like more opportunities to do that, and should we make that happen?
- Do you feel you're playing to your strengths in your role? Where do you feel like there is a steep learning curve for you?
- Would you say you're feeling optimistic, pessimistic or somewhere in the middle about the company's future?

These days, we all have more personal issues on our plate and it's normal to feel overwhelmed, stressed and even pessimistic. However, we

must try and compartmentalize our emotions and not allow them to interfere with our professional work. Leaders need to be extra-sensitive, make themselves more available, check-in regularly with their teams, and even roll up their sleeves more than usual to keep their employees on track.


To get the best results and help any underperforming team members get back on track, it requires leaders to take an inward and honest look at themselves to make sure they are doing everything as best they can to help their team. At the same time, they must take an outwardly approach and help their teams work through the issues holding them back from achieving their full potential.

Remember, as entrepreneur and TV personality Jon Taffer said, "The greatest gift of leadership is a boss who wants you to be successful."

Angela Civitella is a business leadership coach and founder of Intinde.com.



ANGELA CIVITELLA



**\$26.50/SF/YR**  
**COMMERCIAL LEASE**  
 5929 South Fashion Pointe Drive • Ogden, Utah 84403

- West Star at Fashion Pointe • Commercial Office Space
- 2 Units – 1,400 SF and 3,500 SF

Kurt Larsen  
 (801) 510-3212 | kurtlarsen@bhhsutah.com



**\$2,300,000**  
**RESTAURANT FOR SALE**  
 210 South 100 East • Kanab, Utah 84741

- Turn-Key Restaurant Property • Fully Operational
- Recently Remodeled • Includes All Assets


Brenda Battista  
 (435) 327-6000 | brenda.battista@bhhsutah.com



**\$3,000,000**  
**COMMERCIAL SALE / LEASE**  
 The Lodge at Stillwater • Heber, Utah 84032

- Lease Price—\$22/SF/YR • 8,000 SF • Common Parking
- Retail/ Restaurant Space • To be Renovated in 2022

John Travis (435) 640-2972 | jtravis@bhhsutah.com  
 Daniel Ramos (801) 520-4929 | dramos@bhhsutah.com



**\$34/SF/YR**  
**COMMERCIAL LEASE**  
 1 Victory Lane • Park City, Utah 84060

- Center Of Excellence • Class A Office/Medical Space
- Full Service • 6,000 - 20,461 SF Available

John Travis (435) 640-2972 | jtravis@bhhsutah.com  
 Daniel Ramos (801) 520-4929 | dramos@bhhsutah.com



**COMMERCIAL**  
**BERKSHIRE HATHAWAY**  
 HomeServices  
 Utah Properties

**OVER \$5 BILLION**  
 In Total Annual Sales for 2021

**\$170 MILLION**  
 In Commercial Sales Volume for 2021

More than  
**30 OFFICES**  
 throughout Utah

CONTACT US FOR MORE INFORMATION ON ANY OF OUR COMMERCIAL REAL ESTATE SERVICES

SALT LAKE CITY (801) 618-0068  
 COMMERCIAL@BHHSUTAH.COM  
 BHHSUTAH.COM



FIRST RULE OF BUSINESS:

# Keep THE Cash



## FREE BUSINESS CHECKING\*

The unlimited account for businesses, like yours.  
Less out of pocket means more \$\$\$\$ in your pocket.

- **UNLIMITED TRANSACTIONS**
- No Minimum Balance Requirement
- No Monthly Service Fees
- No Cash Handling Fees
- Access to Internet Banking

*That's why*



801.308.2265

[firstutahbank.com](http://firstutahbank.com)

\*Minimum balance to open the account: A minimum of \$100.00 is required. Account Fees: No monthly service charge or minimum balance requirements. Overdrawn balances accrue daily (calendar day) interest at 21.00% Annual Percentage Rate. Customer pays for check printing.





# Calendar

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

## **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](http://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](http://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](http://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](http://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 \$35. Details are at [chamberwest.com](http://chamberwest.com).

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

**"In the Know,"** a South Valley Chamber of Commerce event. Speaker Robert Spendlove, Zions Bank senior vice president of economic and public policy, will discuss "How to Navigate Economic Uncertainty." Location is LHM Megaplex, Jordan Commons, 9335 S. State St., Sandy. Cost is \$15 for members, \$20 for nonmembers. Details are at [southvalleychamber.com](http://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](http://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 20, 6:30-7:30 p.m.**

**QuickBooks Workshop**, 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 nonmembers. Details are at [murrayareachamber.com](http://murrayareachamber.com).

## **July 21, 11:45 a.m.-1 p.m.**

**Connect 4 Lunch**, a Point of the Mountain Chamber of Commerce networking event. Location is Olive Garden, 538 W. Main St., American Fork. Free (pay for the meal). Details are at [thepointchamber.com](http://thepointchamber.com).

## **July 21, noon**

**Web Conference**, an IT Leaders Association event. Speaker Terrie Wilson, vice president of strategy and busi-

ness services at JP Morgan Chase, will discuss "Discovering and Growing Organizational Culture." Conferences also are recorded and summarized for later viewing. Cost is \$299 by Aug. 1 for a full-year membership covering 12 monthly meetings online, \$99 for single meetings. Details are at <http://it-leaders.org/>.

## **July 22, noon-1 p.m.**

**"Silicon Slopes Conversation,"** featuring James Clarke, founder and CEO, Clarke Capital Partners. Location is Silicon Slopes, 2600 Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.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](http://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](http://utahblackchamber.com).

## **July 26**

**"Disney's Approach to Business Excellence,"** a one-day professional development course presented by Disney Institute, the professional development team for Disney Parks, Experiences and Products. Attendees will learn about Disney business practices that can be adapted and applied to their own organizations to achieve greater results: leadership, employee engagement and service. Location is Cinemark Theatre, Jordan Landing, West Jordan. Details are at <https://www.disneyinstitute.com/course-calendar/business-excellence-regional>.

## **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](http://westjordanchamber.com).

## **July 27, noon-1:30 p.m.**

**"Virtue Signaling: Is Your Company Doing The Talking Or The Walking?"** a Utah Tech Leads "Tech for Good" event presented in partnership with Entrata. Speaker is Sara Jones, CEO of InclusionPro. Event takes place online. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**ConnectShare B2B Network-**

**ing 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](http://www.connectshare.com) or by contacting Randy Hunt of the ConnectShare Advisory Board at [randy@clearpath-strat.com](mailto:randy@clearpath-strat.com).

## **July 28, 11:45 a.m.-1 p.m.**

**"Lunch and Learn: Financial Fitness,"** presented by the Point of the Mountain Chamber of Commerce and the Lehi Business Alliance. Speaker is Jack Mangum, Bank of Utah. Location is Outlets at Traverse Mountain, 3700 N. Cabela's Blvd., Lehi. Details are at [thepointchamber.com](http://thepointchamber.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 a.m.-9 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](http://utahblackchamber.com).

## **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](http://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 Cathie 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 rang-

es from \$90 to \$140. 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](http://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](http://westjordanchamber.com).

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

**Women in Business Professional Growth Series**, a ChamberWest event. Speaker Ashley Spatafore Mirabelli, vice president of Capstone Strategies, will discuss "The Power of Influence." Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Details to be announced at [chamberwest.com](http://chamberwest.com).

## **Aug. 9, noon-1 p.m.**

**"Utah SBIR 101 Workshop 2022,"** a Utah Innovation Center event focusing on the federal government's Small Business Innovation Research and Small Business Technology Transfer grant programs and the resources the UIC office has available to assist with the application process. Location is Governor's Office of Economic Opportunity, 60 E. S. Temple, Suite 300, Salt Lake City. Free. People unable to attend can find a video of the "SBIR 101" presentation at [youtu.be/FzrFq0d7OTk](https://youtu.be/FzrFq0d7OTk). Details are at [wbcutah.org](http://wbcutah.org).

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

**"Let's Do Lunch,"** a South Valley Chamber event. Speaker James Hadlock of Blunovus will discuss "Emotional Prosperity in the Workplace." Location is Embassy Suites, 10333 S. South Jordan Parkway, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Details are at [southvalleychamber.com](http://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](http://cachechamber.com).

## **Aug. 10, 4-5 p.m.**

**Venture Capital Collab**, a Utah Black Chamber of Commerce event. Location is The Shop, 350



## CALENDAR

from page 13

E. 400 S., Salt Lake City. Details to be announced at [utahblackchamber.com](http://utahblackchamber.com).

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

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is 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](http://ogdenweberchamber.com).

### Aug. 10, 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>.

### 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](http://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](http://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](http://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](http://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](http://utahblackchamber.com).

### Aug. 16, 6:30-8 p.m.

**"How to Make Your Website Sell, So You Don't Have To,"** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

### 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](http://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](http://davischamberofcommerce.com).

### Aug. 17, 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>.

### 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](http://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](http://murrayareachamber.com).

### Aug. 18, noon

**Web Conference,** an IT Leaders Association event. Speaker is Gary Kazantsev, head of Quant technology strategy at CTO Bloomberg. Conferences also are recorded and summarized for later viewing. Cost is \$299 by Aug. 1 for a full-year membership covering 12 monthly meetings online, \$99 for single meetings. Details are at <http://it-leaders.org/>.

### 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](http://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](http://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](http://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](http://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](http://southvalleychamber.com).

### 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. 24, 6-7 p.m.

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

### 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](http://www.connectshare.com) or by contacting Randy Hunt

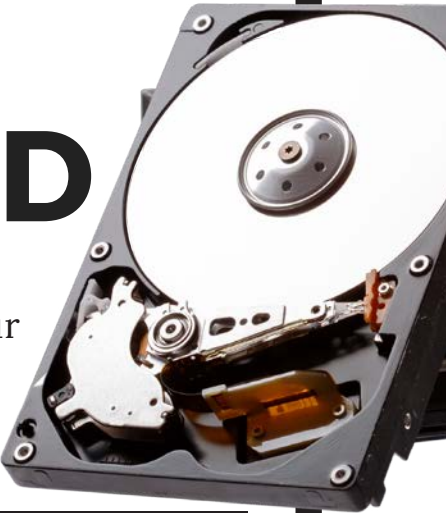
see CALENDAR page 16




# ROCKY MOUNTAIN DOCUMENT DESTRUCTION

# TO BE SHRED, NOT SHARED

Keep your business' and your customer's information safe by shredding documents with NAID-certified professionals.





801-384-1900

<https://rmshred.com>





**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

“The Business Accelerator is exactly what I needed as a small business owner. This is an intense look at the key factors that measure success in a business. I encourage anyone that is looking to take their business to the next level to join this program.”

—Stevenson Sylvester  
Owner, KLYP

Powered by our proven, 10-week program, the KeyBank Business Accelerator is just what business owners need to take their business to the next level.

This program is taught by Ralph Little. He was the founder and CEO of a nationwide financial services company. As an alum of Harvard Business School, and as a member of the faculty at 3 Universities, Mr. Little has taught courses in Business Management, Entrepreneurship and Strategy. He now brings this experience to you!

Classes begin August 23<sup>rd</sup>, *space is limited*

**REGISTER NOW!**  
[southvalleychamber.com](http://southvalleychamber.com)

In partnership with





**CALENDAR**

from page 14

of the ConnectShare Advisory Board at [randy@clearpath-strat.com](mailto: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](http://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](http://slchamber.com).

**Aug. 25, 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>.

**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](http://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](http://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](http://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](http://davischamberofcommerce.com).

**Sept. 7, noon-2 p.m.**

**"Workforce Readiness: Values, Mission & Purpose,"** a Cache Valley Chamber of Commerce "Lunch & Learn" event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for

the series is \$90. Details are at [cachechamber.com](http://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](http://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](http://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](http://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](http://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](http://thechamber.org).

**Sept. 14-Nov. 16**

**Executive Certificate of Global Business Management**, a 10-week Salt Lake Community College course taking place Wednesdays, 5:30-8:30 p.m. Location is 9690 S. 300 W., Sandy. Cost is \$995, with discounts available for multiple registrants from the same company. Registration deadline is Aug. 12. Details are available by emailing [Venita.Ross@slcc.edu](mailto:Venita.Ross@slcc.edu).

**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](http://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](http://ogdenweberchamber.com).

**Sept. 14, 6-7 p.m.**

**"All You Need to Know About Employee Benefits,"** a Small Business Development Center (SBDC) event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

**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 nonmembers. Details are at [davischamberofcommerce.com](http://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](http://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](http://thepointchamber.com).

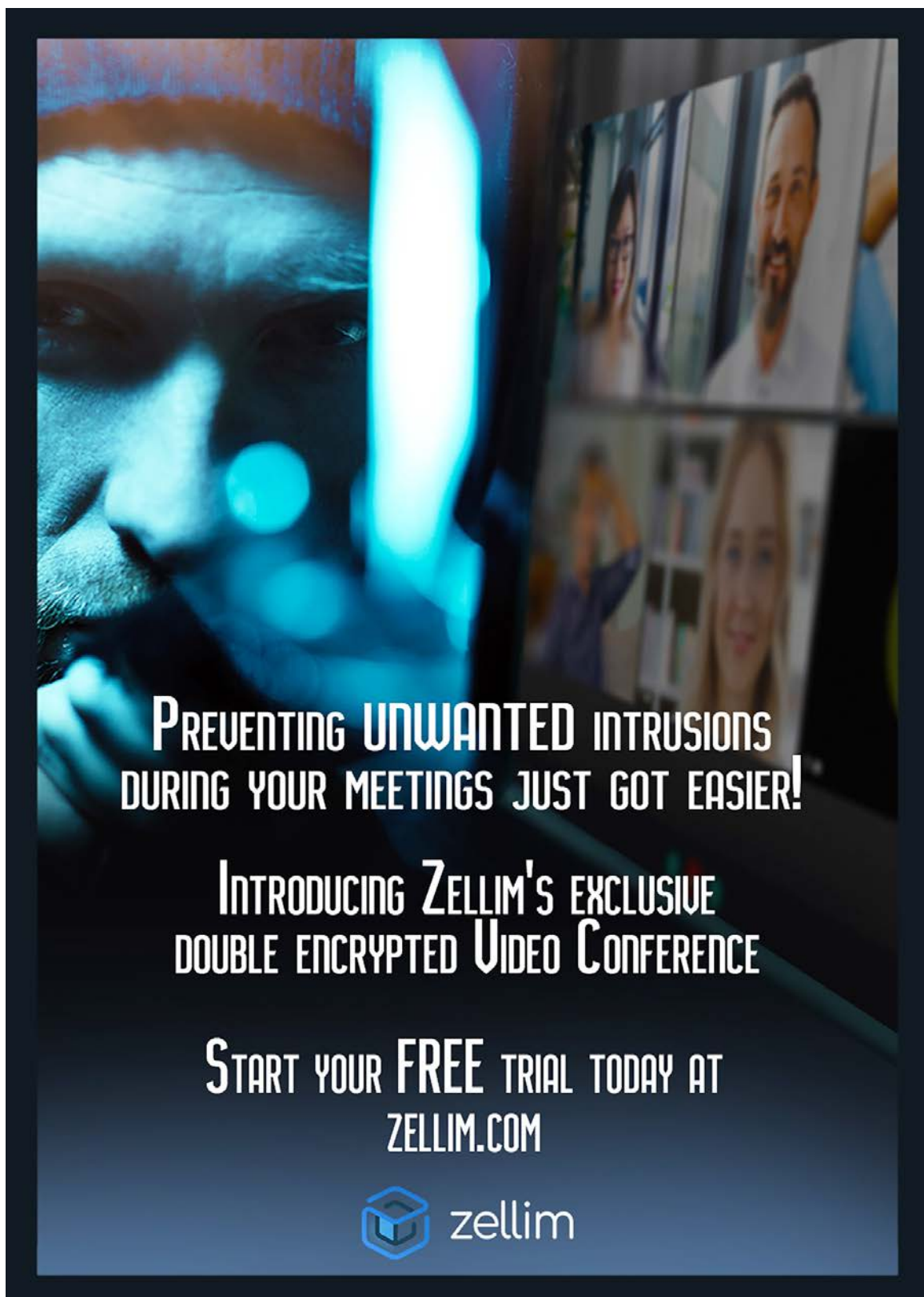
**Sept. 16, 8 a.m.-4 p.m.**

**Leadership Institute**, a Cache Valley Chamber of Commerce event. Location and other details to be announced at [cachechamber.com](http://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


see **CALENDAR** page 18



**PREVENTING UNWANTED INTRUSIONS  
DURING YOUR MEETINGS JUST GOT EASIER!**

**INTRODUCING ZELLIM'S EXCLUSIVE  
DOUBLE ENCRYPTED VIDEO CONFERENCE**

**START YOUR FREE TRIAL TODAY AT  
ZELLIM.COM**

 zellim





# RAYCOM

## Digital Services

*"Quantifiable results and a proven ROI"*

# DIGITAL SERVICES

**Content Marketing**

**Online Reviews**

**Google My Business**

*These days, converting online visitors into paying customers takes more than a web presence. It's getting Google to rank you above your competitors. Below are three key services we offer to get you noticed on the web:*

### ***Inbound Marketing***

We don't just drive more visitors to your site, but visitors ready to do business with you.

### ***Digital Reputation***

Our exclusive software helps you quickly respond to any negative comments about your business, and at the same time, build more positive customer feedback.

### ***Local Marketing***

Our **Online Marketing Guide** simplifies tapping into the 85% of consumers who conduct "local" online searches.

**To boost your website's bottom line, contact us today!**

**raycomtech.com**

**385-232-2464**



## CALENDAR

from page 16

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, \$20 for members and \$22 for nonmembers not preregistered. Details are at [cachechamber.com](http://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](http://davischamberofcommerce.com).

### **Sept. 21, noon-2 p.m.**

**“Workforce Readiness: External Perspective,”** a Cache Valley Chamber of Commerce “Lunch & Learn” event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at [cachechamber.com](http://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](http://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](http://murrayareachamber.com).

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

**Executive Summit 2022**, a Utah Valley Chamber event featuring rapid-fire updates from areas of importance to businesses and to the 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](http://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](http://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/>.

### **Sept. 29, 6-9 p.m.**

**2022 Annual Business Awards Banquet**, a Davis Chamber of Commerce event featuring awards for Business of the Year, Employer of the Year, Innovation Award and Small Business of the Year. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$75. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Oct. 5, 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](http://davischamberofcommerce.com).

### **Oct. 5, noon-2 p.m.**

**“Workforce Readiness: The Hiring Process,”** a Cache Valley Chamber of Commerce “Lunch & Learn” event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at [cachechamber.com](http://cachechamber.com).

### **Oct. 6, 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](http://ogdenweberchamber.com).

### **Oct. 7, 8:30 a.m.-1 p.m.**

**2022 Business Economic Summit and Training (BEST)**, a Davis Chamber of Commerce event. Speakers include Troy Wood, CEO of Lakeview Hospital, discussing “Rock Your Culture”; Mallory Bateman, senior research analyst at the Kem C. Gardner Policy Institute, discussing “Utah’s Ever-Changing Demographics and What It Means for Business”; and Mark Cook, author, innovator and speaker, discussing “Bold Breakthroughs: Unstick Priorities and Pivots.” Location is Weber State University Davis Campus, Building D-2, Room 110, 2750 University Park Blvd., Layton. Cost is \$50 for members, \$75 for guests and at the door. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Oct. 11-13**

**Fall One Utah Summit 2022**, presented by Utah’s Center for Rural Life and hosted by Gov. Spencer Cox. Event will showcase why Utah is continually the country’s most resilient

state and how its rural communities are well-positioned to thrive domestically and internationally. Activities include networking opportunities, breakout sessions, an entrepreneurial business challenge and more. Leadership Day is Oct. 13 and includes a keynote address, breakout sessions focusing on leadership topics, and skills development opportunities hosted by the Southern Utah University Community and Professional Development team. Location is Southern Utah University, Cedar City. Summit cost is \$250 through July 31, \$320 thereafter, \$399 starting Oct. 1. Cost for Leadership Day is \$125. Details are at <https://oneutahsummit.com/>.

### **Oct. 12, 5-7 p.m.**

**“Business After Hours,”** an Ogden-Weber Chamber of Commerce event. Location is The Insurance Center, 1741 N. 2000 W., Farr West. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### **Oct. 13, 11:30 a.m.-1 p.m.**

**“2022 Witches, Werewolves and Women in Business” Luncheon**, a Davis Chamber of Commerce Women in Business event. Location is Lagoon, Canyon Terrace, 375 N. Lagoon Drive, Farmington. Cost is \$25 for members, \$35 for guests. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Oct. 18, 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](http://cachechamber.com).

### **Oct. 19, 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](http://davischamberofcommerce.com).

### **Oct. 19, noon-2 p.m.**

**“Workforce Readiness: Relationship Management,”** a Cache Valley Chamber of Commerce “Lunch & Learn” event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at [cachechamber.com](http://cachechamber.com).

### **Oct. 20, 11:30 a.m.-1 p.m.**

**Chamber Luncheon**, a Davis Chamber of Commerce event. Speakers are Kent Anderson, director of community and eco-

nomie development for Davis County, and Jessica Merrill, tourism director for Davis County. Location is Business Resource Center, Davis Technical College, 450 S. Simmons Way, Kaysville. Cost is \$25 for members, \$35 for guests.

### **Oct. 25, 11:30 a.m.-1 p.m.**

**Women in Business**, an Ogden-Weber Chamber of Commerce. Location is Jeremiah’s Lodge & Garden, 1329 W. 12th St., Marriott-Slaterville. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### **Oct. 25, 11:30 a.m.-1 p.m.**

**Women in Business**, a South Valley Chamber of Commerce event. Details to be announced at [southvalleychamber.com](http://southvalleychamber.com).

### **Oct. 27, 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](http://boxelderchamber.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](http://thechamber.org).

### **Oct. 28, 7:30 a.m.-3:30 p.m.**

**Utah’s Business Diversity Summit 2022**, part of the One Utah Summit Series and focusing on efforts to create more diverse and inclusive workplaces. Event features keynote speakers, breakout sessions, networking opportunities and resources. Presentations are targeted toward businesses with well-developed diversity and inclusion programs, as well as those businesses without current efforts but who want to engage. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$120. Details are at [slchamber.com](http://slchamber.com).

### **Nov. 2, noon-2 p.m.**

**“Workforce Readiness: Employee Growth,”** a Cache Valley Chamber of Commerce “Lunch & Learn” event that is part of a five-session series on workforce readiness. Location is Bridgerland Technical College, Room 808, 1301 N. 600 W., Logan. Cost for the series is \$90. Details are at [cachechamber.com](http://cachechamber.com).

### **Nov. 14, 8 a.m.-3:30 p.m.**

**Women & Business Conference and Athena Awards Luncheon 2022**, a Salt Lake Chamber event featuring the presentation of the Athena International Award and Pathfinder Awards. Location is Grand America, 555 S. Main St., Salt Lake City. Conference cost is \$125 for members, \$150 for nonmembers. Cost for lunch only is \$85 for members, \$100 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## PARENTS

from page 1

“Orem has the 25th-highest high school graduation rate (95.16 percent) and ties for the 22nd-lowest unemployment rate (1.8 percent in April 2022),” the study says. “For parents concerned about crime, Orem has a low violent crime rate. At roughly 107 violent crimes for every 100,000 residents, Orem ranks 45th-best for this metric out of the 579 cities in our study.”

Provo ranks in the top 30 cities for three metrics, including a tie with Orem for the 22nd-lowest April 2022 unemployment rate, at 1.8 percent, and having the 30th-lowest percentage of the workforce that works 50 or more weeks per year, at 48.6 percent.

The report notes that the median household income in Lehi ranks in the top one-sixth of cities, exceeding \$101,000. The roughly 109 violent crimes occurring per 100,000 residents places

it 47th-lowest and the high school graduation rate of 95.16 percent ties for 25th-highest.

Other ranked Utah cities are St. George at No. 12, Layton at No. 23, South Jordan at No. 51, Sandy at No. 69 and West Jordan at No. 94.

“After more than two years of navigating their families through a pandemic, working parents are now grappling with the realities of inflation: bigger grocery bills, steeper housing costs, and more expensive childcare,” the report states. “However, some cities offer a more favorable environment for working parents than others.”

The report is available at <https://smartasset.com/data-studies/top-10-cities-for-working-parents-2022>.

The ranking of so many Utah cities in 2022 represents a rebound of sorts. The 2021 rankings contained no Utah cities in the top 50 (Bowling Green, Kentucky, was top-ranked). The 2020 list included No. 9 Provo, No. 17 Orem, and No. 36 St. George in the top 50.



# Revolutionizing Real Estate!

No matter what you are looking for, I can help you find it!

## Why Brandon?

- Real-time notification of new listings and price changes.
- One-stop-shop access to ALL agent listings on one convenient website.
- Online access to large photos, home tours and maps that include Google® Street View.
- Prompt service and support to help you find that "just right" property.



Start your search today at: [SoldByWixom.com](http://SoldByWixom.com)



**Brandon Wixom**

Licensed Commercial & Residential Broker  
801.864.2626 • bwixom@gmail.com



## UP NORTH

from page 1

once was Defense Depot Ogden. It's a combination of redeveloped World War II-era buildings and new construction for warehouses, manufacturing and offices.

Ogden Mayor Mike Caldwell said the military installation had 4,500 workers, and when it closed "everybody was really in a panic about what was going to happen out there."

A partnership between the city and The Boyer Co. had a build-out plan calling for development at the site over five decades. However, Caldwell said, BDO looks like it will be finished in the next year or two — about 30 years ahead of schedule. It's already home to 8,000 jobs.

"It is an enormous success story," Caldwell said. "And when we bring site selectors and other people in and show them what is going on at BDO, some of the other people that we're competing with say it's an unfair advantage" because of the strong BDO partnerships.

Falcon Hill occupies 550 acres at Hill Air Force Base, including space inside and outside the base and along several miles of Interstate 15 frontage. A public-private partnership between Sunset Ridge Development Partners (a partnership of Woodbury Corp. and Hunt Cos.) and the U.S. Air Force,

Falcon Hill last year surpassed 1 million square feet of commercial development and \$500 million in project investment and by the end of this year will have nearly 1.5 million square feet developed.

Another Woodbury-Hunt project near the base is the Roy Innovation Center. Its 900,000 square feet and four buildings will serve as headquarters for Northrop Grumman's "Sentinel" program, a weapons program to replace the Minuteman III nuclear-armed intercontinental ballistic missiles. The company expects the Sentinel program to employ thousands of people there and elsewhere until at least 2075.

The ULI Utah event took place at The Monarch event space in downtown Ogden. It's one of about a dozen downtown Ogden buildings that have been redeveloped by Fischer Regan Enterprises LLC. Owner Thaine Fischer said the company now specializes in turning old, historic buildings full of pigeons, raccoons and broken windows into "hip, cool, urban space." Three more such projects are planned in the next five years as the company focuses on arts, historical and cultural districts.

"And we found a pretty remarkable stat," Fischer said, "and the stat that we found when we were looking all over the United States was, we've never found an arts district in America that has failed — ever."

Many such districts exist in

what once were the worst areas in the communities but became immensely successful, he said.

The Monarch was built in 1929 and served as an automotive garage for the neighboring Bigelow Hotel. Now its features include an event space, a restaurant, retail and arts studios.

Caldwell described the evolution of Ogden over the years from having more millionaires per capita than any other city in the U.S. in the 1900s. But train traffic dwindled by the 1950s and the city lost its economic driver, he said. About 25 years ago, 35 of the 43 buildings on Historic 25th Street were vacant and boarded-up. It's now considered one of North America's top Main Streets, he said.

"And it's been a really invigorating thing to see," the mayor said.

The post-Olympics period also included Ogden rebranding as an outdoor recreation hub, with several companies moving in to capitalize on the quality of life the area offers, and they served as catalysts for other companies to do the same, Caldwell said.

Northern Utah now has lots of job growth, including high-paying jobs that attract people from throughout the U.S., as well as "a very stable" economy.

"We got a lot of work that goes on in aerospace and defense. There are not a lot of other places that are as recession-proof — knock on wood, because we're all hearing scary

things about that — but we do have a real stable base. ..."

Meanwhile, downtown Ogden had no residential building permits issued for 20 years but in the past two years the city has issued permits for nearly 3,000 units there, he said.

"There's a lot of infrastructure going on right now. We're really planning for the future," Caldwell said, adding that the planning has taken into account the needs for the next 30 to 40 years. "We want to be prepared for that, but we don't want to suffocate the quality of life that we enjoy in Northern Utah," he said.

Roybal said the Weber/Davis area is home to 625,000 people, "so it's a pretty big demographic engine up here." But among the alliance's goals is to have more "employment centers" in the area. It currently has many people leave home to work, mostly in Salt Lake County.

"We'd like to see that reversed a little bit," Roybal said. "I don't think that's going to be sustainable over the next 10 to 20 years."

Even with all the positives over the last few years, speakers at the event said even more growth is possible if the Legacy Highway is expanded from Farmington into Syracuse or even BDO, FrontRunner is "double-tracked" to allow shorter wait times between trains, and when highway interchanges at 5600 South in Roy and 1800

North in Sunset are completed.

During a Q&A portion of the event, speakers were asked about perceptions of Northern Utah. Fischer said quick access to world-class skiing and other activities allows outsiders to "fall in love with the community. ... People just can't believe all of the amazing assets this community has."

"When we host people from out of state," Roybal said, "first of all, Salt Lake to Ogden is not a big deal if you're from L.A., Chicago or Atlanta, right? And when they get up here, they're pleasantly surprised at how cool the culture is, quite frankly. I don't think a lot of them were expecting to see what they see in downtown Ogden. ... I just know when we host people here, they really like it."

Caldwell said the city is home to several high-profile events and great places like The Monarch.

"We give people environments like this that have a cultural and unique experience here you can't get in Kaysville, you can't get in Farmington, you can't get a lot of other places. We've tried to build on our assets and give people reasons to come up and see it with fresh eyes and do things here and have an emotional experience while they're here," the mayor said.

"We're a lot different than most of the other cities along the Wasatch Front and that's something we take pride in, and we need to build on our strengths."





**BUILD,  
BUY, REFI**

*We've Got You Covered*

Lifetime Servicing • Multiple Loan Types  
• No Down Payment Options

LEARN MORE AT  
**UFIRSTCU.COM**



 EQUAL  
HOUSING  
LENDER  
NMLS #654272

Federally insured by NCUA.

**UFIRST**<sup>TM</sup>  
CREDIT UNION