

## OF NOTE



### Profits in your morning joe

Starbucks Corp. plans to add 12,000 locations in the next five years, according to COO Kevin Johnson. The company has sent strong signals that it still considers brick-and-mortar stores a major part of its growth strategy. Included in the plans are 5,000 cafes in China, with an ultimate goal of bringing the worldwide store count to 37,000, a 48 percent increase from its current level.

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Nikola Motor Co. founder and CEO Trevor Milton introduces the company's planned daycab version of its electric truck (on the screen) while the prototype of the over-the-road Nikola One awaits unveiling beneath its white shroud.

## Nikola introduces electric truck at electrifying Salt Lake event

**John Rogers**  
*The Enterprise*

With production value worthy of a Hollywood premiere, Nikola Motor Co. of Salt Lake City introduced the world to the highly touted Nikola One electric over-the-road truck in a presentation ceremony at its headquarters on 3800 West on Nov. 29. Nikola founder and CEO Trevor Milton provided details to an audience of trucking industry leaders, media representatives and govern-

ment officials, with Gov. Gary Herbert seated front and center.

While the star of the show was clearly the giant machine hidden under a brilliant white shroud, Milton spent nearly 20 minutes prior to the unveiling explaining how the truck's electric drive system would be powered by a combination of hydrogen fuel cells, lithium-ion batteries and regenerative braking. Milton said the truck will be in production by 2020, with an expected an-

**see NIKOLA pg. 11**

## No burst yet, home prices continue to rise

Home prices in the Salt Lake City market continue to inch upward, according to data from CoreLogic, a California-based property analytics company. October prices were 0.6 percent higher than September prices, the report said.

On an annual basis, Salt Lake City home prices are now 8.4 percent higher than a year ago. Both figures include distressed sales such as foreclosures and short sales.

Nationwide, prices are now 6.7 percent higher than a year ago, showing a 1.1 percent hike from September to October.

CoreLogic predicts that prices will continue to climb but slow to a 4.6 percent clip over the next year.

## FORECLOSURES

CoreLogic data reveals that the rate of Salt Lake City area foreclosures among outstanding mortgage loans was 0.28 percent for September, a decrease of 0.16 percentage points compared with September 2015 when the rate was 0.44 percent. Foreclosure activity in Salt Lake City was lower than the national foreclosure rate, which was 0.86 percent in September.

Also in Salt Lake City, the mortgage delinquency rate decreased. According to CoreLogic data for September 2016, 1.32 percent of mortgage loans were 90 days or more delinquent, compared with 1.84 percent for the same period last year.

## New nonprofit will aid tech and startup companies

**Brice Wallace**  
*The Enterprise*

A pair of organizations are joining forces – through a new nonprofit – to better serve Utah's startup and tech community.

Silicon Slopes and Beehive Startups made the announcement last week. Silicon

Slopes will focus exclusively on the state's tech community, while Beehive Startups will focus on early-stage startups and entrepreneurship. Clint Betts, founder of Beehive Startups, will serve as executive director of the new organization.

The two brands said the organization will “combine the efforts and resources of these two well-established and respected

brands to expand the reach and influence of Utah's startup and tech community.”

“We started Silicon Slopes over a decade ago with others in the tech community as a nonprofit branding initiative to help attract talent, capital and business to the state,” said Josh James, founder and chief


**see STARTUPS pg. 8**



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# Utah ski industry hoping to follow up on record-breaking 2015-16

**Brice Wallace**  
The Enterprise

A snowstorm before Thanksgiving got the 2016-17 ski season off to a nice start for Utah's ski resorts, but even if the season began slowly, Nathan Rafferty knew conditions could be fleeting.

"Some of our snowiest years have had below-normal Novembers," Rafferty, president and chief executive officer of Ski Utah, said during a 2016-17 season kickoff event. "I'm sure most of you were around for the Olympic year, 2001, when I left to go away with family on Thanksgiving and came back to 100 inches in 100 hours. So things can change very, very quickly here."

One change Rafferty does not want to see is a shift in momentum. Utah's ski industry is coming off its best season ever, with 4.5 million skier days and nearly half of the ski resorts having all-time records. The overall skier-days figure was up 13 percent over the prior year and 5 percent above the prior record set in 2007-08.

Rafferty attributed the increase to several factors. One was nearly \$100 million in infrastructure improvements, primarily at Park City and Snowbird.

"That really shines a spotlight on Utah and gives us here in the office a lot of fuel, a lot of great things to talk about," he

said. "We had early-season snow — early-season meaning before Christmas — so when we came through that Christmas holiday, everybody was awfully happy with the snow conditions then."

The industry fared well for resorts west of the Mississippi River. For those east of it, "they had a really tough ski season," he said.

"If you lived in New York or Boston, which are two of our biggest markets, you really had to get on a plane to come skiing, and so Colorado and Utah, both who set records last year, were the benefit of that," Rafferty said.

The Utah ski industry also benefits from tourism advertising campaigns from the Utah Office of Tourism.

"The takeaway from all of this is we have a ton of momentum," Rafferty said. "People who came here last year absolutely had a great time. We know they're going to be back."

Among changes in store for the 2016-17 season are a pair of new lifts at Powder Mountain that added more than 1,000 lift-serviced acres. "This is like bolting on another ski area to your existing ski area. This is the largest single-season resort expansion in U.S. ski industry history," he said.

Whisper Ridge is offering 60,000 acres of private riding and skiing terrain via eight snowcats and with helicopter service.

"[It's] a very unique and fun new twist on skiing that I think will complement all the great resort skiing we have," Rafferty said.

Also new this season is a Ski Utah LED sign on Foothill Drive

and Parleys Way near the mouth of Parleys Canyon. Mimicking the downtown Walker Center sign that changes color based on weather forecasts, the snowflake in the Ski Utah sign has a white default but

will turn green if any of Utah's resorts have more than 12 inches of snow overnight, or red if there is an 80 percent chance of at least 8 inches of snow in the next 24 hours.

## Landmark sold to affiliate of ServiceMaster

American Home Shield of Memphis, Tennessee, has acquired Utah-based Landmark Home Warranty. Founded in 2004, Landmark provides home warranty services in Arizona, Idaho, Nevada, Oregon, Texas and its home state of Utah. It was named one of the 5,000 fastest growing companies in America in 2014 and 2015 by *Inc. Magazine* and is a privately held company with more than 200 employees.

American Home Shield is the largest home warranty company in the nation and a business unit of ServiceMaster. The acquisition is a notable milestone in the ServiceMaster growth strategy, the company said in a statement released last week.

"Landmark has accomplished remarkable growth and success offering comprehensive and reputable home warranties," said Tim Haynes, president of American Home Shield. "This, along with its customer-focused mindset, strong employee culture and entrepre-

neurial drive, makes Landmark a perfect fit for American Home Shield and ServiceMaster."

"We are thrilled about the tremendous opportunity ahead," said Alma Jeppson, founder and CEO of Landmark. "We are a culture-driven company and our deep commitment to delivering remarkable service and caring for our Landmark family have been the cornerstones of our success. American Home Shield and ServiceMaster have also demonstrated the same high standards for employees and commitment to customers."

Landmark will maintain its current management team, name and branding and will continue its current business model. Most of the company's employees are located at its headquarters and customer service center in the South Jordan.

It is the second acquisition this year by American Home Shield and continues the ServiceMaster growth strategy. Jason Bailey, vice

president of business development and acquisitions for ServiceMaster, said that ServiceMaster continually searches for companies with respected brands, a legacy of quality service and strong customer relationships.

American Home Shield was founded in 1971 and together with its wholly owned subsidiaries services 1.6 million customers in all 50 states. The companies operate four customer service centers, employ approximately 1,800 employees and have a national service contractor network made up of over 11,000 independent home service contractors and more than 45,000 service technicians.

In addition to American Home Shield, ServiceMaster owns brands such as AmeriSpec (home inspections), Furniture Medic (furniture repair), Merry Maids (residential cleaning), ServiceMaster Clean (janitorial), ServiceMaster Restore (disaster restoration) and Terminix (termite and pest control).

## FreshLime acquires San Francisco-based Dasheroo

FreshLime, a developer of a cloud-based marketing platform headquartered in Lehi, has announced the acquisition of San Francisco-based Dasheroo, also a cloud-based platform marketer that builds key performance indicator dashboards. According to release from FreshLime, Dasheroo helps the company meet the growing customer and market demand for cost-effective services.

"Small businesses face many choices when it comes to invest-

ing time, money and effort in their sales and marketing, but without the right insights, most business owners are using merely a gut feeling when it comes to what works best," said Josh Feinberg, cofounder of Dasheroo. "We share a passion with FreshLime for helping customers thrive and now they will have even more effective ways to grow."

"FreshLime and Dasheroo are a natural complement to one another in serving the local small

business space," said Jay Bean, CEO of FreshLime. "We intend to level the playing field for local businesses that haven't been able to leverage their data and insights to drive better customer engagement and loyalty."

In the past year Dasheroo has served 29,914 users in 150 countries, the company said.

FreshLime is a privately held company. Details of the transaction were not disclosed.

### TECHNICAL

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# Lucid Software expansion means 339 new jobs for South Jordan

**Brice Wallace**  
*The Enterprise*

A Utah-based software company will add 339 jobs over the next five years in South Jordan.

Lucid Software announced the \$11 million expansion after being approved for a state incentive by the Governor's Office of Economic Development (GOED) last week.

Founded in Utah County in 2010 and now based in South Jordan, the company specializes in providing cloud-based visual productivity applications. It currently has 155 employees. In September, Lucid received a \$36 million in-

vestment from growth equity firm Spectrum Equity.

"Things have been going well and — knock on wood — we're hoping to continue great things and can't be more excited to be staying here and developing more roots in the community," Lucid co-founder and CEO Karl Sun told the GOED board.

The \$726,269 state incentive is tied to the creation of 339 jobs over five years. The jobs are projected to pay a total of \$91.2 million over five years, and new state tax revenues are estimated at more than \$3.6 million during that period. The average wage is expected to pay 70 percent above the Salt Lake County average wage.

The expansion will take place at three floors of the new SoJo Station offices located on South Jordan Gateway. South Jordan City also has offered the company an incentive.

"When we talked with South Jordan, it was clear that this was a key to their development," said Jerry Oldroyd, chairman of the GOED board's incentives committee. "They want to keep this company here. This fits within their economic development plan, so it makes a lot of sense to support South Jordan with this type of [state] incentive."

Among Lucid's offerings are Lucidchart, a diagramming application, and Lucidpress, a de-

sign solution. The two are used in more than 175 countries by more than 9 million users.

Sun said the company began by offering software to visualize and diagram things, such as flow charts. Since then, it has expanded and now is "helping people take their ideas and complex relationships and they can map those out in a visual way so they can understand the information that they have," he told the GOED board.

"I think there is tremendous opportunity there. I think with the way people are working today and [with] a lot more tools that you use in your everyday workplace, there's a lot more information that you have. And sometimes the

challenge isn't having information; the challenge is how to make sense of all that information and tying it back into actually getting your work done, and that's sort of the core idea that we're trying to address and tackle."

"GOED is committed to the success of homegrown companies," Val Hale, GOED's executive director, said in a prepared statement. "Our expanding tech industry is supported by multiple companies like Lucid Software that are established and headquartered here. Utah's 'Silicon Slopes' will continue to grow because of the state's deep traditions of entrepreneurship and innovation."

"Lucid Software is a great example of a Utah company with homegrown talent succeeding and competing at the highest levels," said Michael Flynn, chief marketing officer and acting chief of staff at the Economic Development Corporation of Utah. "We congratulate them on their success and are pleased they have chosen Utah as the site for their long-term growth."

## Hunt to accept mission call; Nu Skin names replacements

Provo-based Nu Skin Enterprises has announced a shakeup in its senior management necessitated by the calling of president and CEO Truman Hunt as an LDS mission president. Hunt, who has been in his position with Nu Skin since 2003, will begin his church assignment in mid-2017.

The Nu Skin board of directors has announced that Ritch Wood will become the company's CEO upon Hunt's departure and that Ryan Napierski will become the company's president. The company said in a release that it expects to name a successor to Wood as chief financial officer prior to his becoming chief executive officer.

"Truman has established a tremendous legacy at Nu Skin that we will continue to build upon going forward," said Steven J. Lund, chairman of the board. "Through Truman's leadership and vision, Nu Skin has achieved extraordinary success and is extremely well positioned for the future. We are grateful for Truman's contributions and dedication to Nu Skin."

"Ritch and Ryan have been key leaders at Nu Skin for many years and have been deeply involved in establishing our strategic vision for the future," Lund continued. "We are pleased to enjoy significant experience in our management team and are confident that Ritch and Ryan are well prepared to lead our next wave of growth."

Wood was appointed CFO and a member of the company's executive management committee in November 2002 and previously served in various global leadership capacities at the

company. Wood worked for the accounting firm of Grant Thornton prior to joining Nu Skin in 1993. He earned bachelor's and master's degrees in accounting from Brigham Young University.


Napierski currently serves as president of global sales and operations and has more than 20 years of experience at the company. Prior to his current appointment, he served as president of Nu Skin's North Asia region and president of Nu Skin Japan. He has fulfilled multiple leadership posi-

tions for Nu Skin since joining the company in 1995. Napierski has a bachelor's degree in business, a master's degree in business administration from Duke University and a master's degree in international business from Goethe Universitat in Germany.

"It has been a privilege to serve as chief executive officer for such an extraordinary company and to work with some of the finest people in the world," said Hunt. "My association with our remarkable sales leaders and fellow employees has been the high-


light of my career. Together, we have been able to carry out the Nu Skin mission of being a force for good in the world. I have worked closely with Ritch and Ryan for a number of years and have the utmost confidence in their ability to lead Nu Skin going forward."

Founded in 1985, Nu Skin develops and distributes beauty and wellness consumer products in more than 50 markets worldwide. Nu Skin sells its products through a global network of direct sales agents and is also traded on the New York Stock Exchange.




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## Pingree named to head Bear River Mutual

Bear River Mutual Insurance Co. has named Duffy Pingree as its new president. Pingree will assume his new position immediately and replaces Don Adams, who is retiring at the end of 2017.

Adams, who has been the company's president and CEO, will retain the title of CEO for the next year and will assist Pingree in the transition.

Pingree has been with Bear River Mutual, that celebrated its 100-year anniversary in 2009, since 1996 when he was hired as chief financial officer. He has been serving as the executive vice president over the past four years.

Pingree received his undergraduate degree from the University of Utah in finance and an

MBA from Westminster College. He has a Utah property and casualty agent's license, is an associate in reinsurance and is a chartered property casualty underwriter

According to Bear River board of directors chairman Sherman H. Smith, "Duffy's past experience and involvement with the company over the past 20 years as one of the key executives will allow for a smooth and continuous transition for Bear River Mutual and all our stakeholders."

Adams was hired as the chief operations officer in 1999 and has been the president of the company since August 2001. During his tenure, Bear River revised and replaced all processing systems and tripled in size, becoming the

sixth-largest writer of personal lines insurance in the state of Utah, according to the company.

Smith said, "On behalf of the board of directors, we are pleased to announce these changes and to thank Don for the leadership and accomplishments he has helped Bear River achieve over these many years. We look forward to his continued leadership as he works through this transition and continues his service on the board of directors."

Bear River Mutual writes over \$122 million in premiums annually. At its founding in 1909, the company insured against losses caused by fire and lightning. In 1930, auto insurance was introduced and in 1950, homeowners' insurance was offered.



Ground has been broken for the building at Hill Air Force Base's Falcon Hill National Aerospace Research Park where Lockheed Martin will compete for the contract to develop the nation's new intercontinental ballistic missile system.

## Lockheed Martin building underway at Hill AFB

Officials from the U.S. Air Force, the state of Utah, real estate developer Woodbury Corp. and Lockheed Martin held a groundbreaking ceremony last week marking the beginning of construction of a new building in the Falcon Hill National Aerospace Research Park. The event followed an October announcement that Lockheed Martin's program management offices for the Air Force's Ground Based Strategic Deterrent (GBSD) will be located in the building.

"The Falcon Hill project is a leading example of unprecedented partnerships making a difference in Utah communities," said Gov. Gary R. Herbert. "We welcome Lockheed Martin's expansion at Falcon Hill and the potential it will bring to attract additional high-paying jobs to our state."

GBSD is a competition to replace the Air Force's Minuteman III intercontinental ballistic missile system with a modern and capable integrated weapon system. Lockheed Martin is leasing 25,000 square feet of office space and technology development capability in the new, 75,000-square-foot building. The facility will include high-tech laboratory space to enhance collaboration with local Air Force officials and facilitate Air Force ownership and access to the

GBSD technical baseline. The company expects to move into the new facility in August 2017.

"The new facility at Falcon Hill is representative of Lockheed Martin's commitment to building our presence in Utah to support Air Force intercontinental ballistic missile contract competitions," said John Karas, Lockheed Martin vice president and GBSD program manager. "If we are selected to move forward with GBSD, our office at Hill Air Force Base will allow for close collaboration with the Air Force, access to the strong aerospace and defense industry in the state and support from a vibrant community of veterans, engineers and scientists we will need to execute this important mission."

The new office will also create opportunities for collaboration with Lockheed Martin employees in the Hill Air Force Base area who currently work on Minuteman III sustainment programs and aircraft like the F-35 Lightning II and F-22 Raptor.

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 98,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

## Utah County solar companies to merge

Two Utah County residential solar companies have announced that they will merge. Vision Solar of Provo and American Fork's Zing Solar will combine efforts and become ION Solar. In a release the companies said that their combined operations will result in one of the nation's top 10 privately held residential solar companies.

"Homeowners will benefit as ION Solar realizes significant economies of scale, reducing equipment and operational costs and giving homeowners access to additional financing and enhanced solar options," said Matt Rasmussen, CEO of Vision Solar.

"There's an excitement and enthusiasm here that's not only contagious, it's very fulfilling. We're doing great things and the coming together of two incredible solar companies, hundreds of passionate team members and thousands of solar customers strengthens our ability to positively impact the environment with clean solar energy."

The merger will be completed before year-end, the entities said. Details of the deal were not announced.

"Zing Solar and Vision Solar have always shared a singular vision that's been evident in the record growth of our two compa-

nies and the thousands of satisfied families who've switched to solar, lowered their bills and reduced their carbon footprint," said Jimmy Slemboski, president of Zing Solar. "The triple-digit growth we've experienced since inception at Zing has been continued validation that homeowners want the highest-quality equipment on their home when they choose solar and they value a sincere, personal approach to their customer service experience."

The new company will begin with current operations in California, New Mexico, Nevada, Colorado, Texas, South Carolina, New Jersey and its home state of Utah.

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# Utahns agree: RMP's proposal discriminates against home solar customers

A recent survey commissioned by the Utah Solar Energy Association (USEA) and conducted by Dan Jones & Associates shows that most Utahns agree with USEA that a new rate structure proposed by Rocky Mountain Power (RMP) for customers with rooftop solar generating capabilities discriminates against those customers.

RMP is asking the Utah Public Service Commission (UPSC) for a three-part rate for residential net-metered customers, those that generate power but stay connected to the utility. The residential rate is separated into charges of \$15 for a fixed customer charge, \$9.02 per kilowatt for peak period demand and 3.81 cents per kilowatt-hour for the amount of energy used.

The survey polled 834 Utahns on their attitudes toward solar energy and Rocky Mountain Power's proposal, which was submitted to the UPSC in November. Most respondents (94 percent) do not currently have a solar energy system.

"This non-partisan survey gives the Public Service Commission the opportunity to hear from Utahns who are not invested in solar," said Ryan Evans, president at USEA. "We hope that the commission heeds public opinion and strikes down this proposal that discriminates against Utahns who choose to invest in clean, renewable energy."

In asking the UPSC for the rate change, RMP said it conducted a study that found a typical rooftop solar customer underpays their actual cost of service by about \$400 per year. This cost shift currently amounts to \$6.5 million each year to other residential customers and is forecast to grow to as much as \$78 million annually if the rate is not addressed, RMP said.

"Rocky Mountain Power supports renewable resources as long as an appropriate rate is in place that allows customers to use private generation without adversely affecting other residential customers," said Gary Hooegeven, RMP senior vice president and chief commercial officer. "Customers partially relying on renewable energy through the net-metering program must still pay their fair share of the costs to serve them."

Approximately three-quarters of Utahns (76 percent) oppose an increase in electricity costs for customers with rooftop solar and the same percentage agrees that Rocky Mountain Power's proposal unfairly

discriminates against customers who are trying to reduce their reliance on energy from the utility, according to the survey. USEA said it believes this proposal discriminates against ratepayers that choose to invest in solar by singling them out as a rate class separate from all other residential customers. USEA claims this will prevent Utahns from making the choice to adopt solar energy systems to reduce their reliance on Rocky Mountain Power.

Eighty-two percent of those surveyed believe rooftop solar customers should have the right to reduce their electricity usage without paying additional fees. Under Rocky Mountain Power's proposal, an average rooftop solar customer with a 7-kilowatt system would see an increase of more than \$31 per month on their electric bill, USEA said.

In the survey, over 80 percent of Utahns said they believe improved air quality (84 percent) and a cleaner environment (83 percent) are the most important factors to be included in the analysis when considering solar rates.

In November 2015, the UPSC required Rocky Mountain Power to study the cost and the benefits of residential solar in Utah. The results of that study were the basis for the RMP rate proposal.

But USEA said the study Rocky Mountain Power is basing its proposal on only accounts for the costs of residential solar in Utah, ignoring the tangible benefits to the grid, such as grid resiliency and efficient delivery of energy, and external benefits to all ratepayers. USEA maintains that Utah deserves a study with

a long-term view of generational costs and benefits, especially the environmental benefits that are most important to Utahns.

"The solar industry in Utah has a simple request: That Rocky Mountain Power commission a legitimate cost/bene-

fit analysis as other state utilities have done," said David Bywater, interim CEO of Vivint Solar. "A true analysis should consider the value of solar and look at both the costs and benefits to the grid, the environment and the economy. We look forward to collaborating

with the utility and the commission to find a fair, balanced solution for all ratepayers."

Rocky Mountain Power had asked that their proposal be effective on Dec. 9. The utility has said that it will not make any additional money through the rate change.



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## AGRICULTURE

• Members of Utah's 28 county farm bureaus recently met in Layton to select leaders for the **Utah Farm Bureau Federation**. Convention delegates elected Spanish Fork cattle rancher **Rex Larsen** to a two-year term as vice president of the organization. **Wayne Jarrett**, a farmer from Nephi, was elected to the State Board of Directors, filling the remaining year of Larsen's vacated board seat representing Juab, Utah and Wasatch counties. **Flint Richards**, a farmer from Erda, was also elected to the State Board of Directors, representing Davis, Salt Lake and Tooele counties. Richards also works on behalf of the Jersey dairy cattle industry. **John Ferry**, a cattle rancher from Corinne; **Joël Hatch**, a rancher from Castle Dale; and **Craig Laub**, a hay farmer from Beryl, were re-elected to two-year terms on the Utah Farm Bureau Board of Directors. **JaNae Titmus** of Grantsville was elected to the newly created position of vice chair for the Farm Bureau Women's Leadership Committee. Titmus and her family are sheep ranchers in Tooele County, and she had been serving on the Women's Leadership Committee. Filling her remaining year on the committee will be **Selma Lehmitz** from West Jordan. Others elected to the Farm Bureau Women's Leadership Committee were **Kitty Young** of Henefer, **Sara Harward** of Springville, and **Nancy Harris** of Richfield. Three new couples were elected to serve on the State Young Farmer & Rancher Committee: **Dave and Kalei Robbins** of Santaquin, **Jed and Nanci Johnson** of Aurora, and **Kyle and Shelley Wilson** of Enterprise. **Kenny and Jamilla**

**McFarland** of West Weber were re-elected to another term on the committee. Elections also took place for seven districts and chairs for the newly created Agriculture Promotions Committee. In place for a year as an ad-hoc committee, it became permanent this year and required the election of officers. **Jamison and Stacy McPherson** of Nephi were chosen as chairs for the committee, along with **Matt and Lena Leak** of Cornish, **Daryn Westergard** of Ogden, **Joel and Becca Ferry** of Corinne, **Brad and Jenny Osguthorpe** of Heber City, **Duane and Andrea Schoenfeld** of Tridell, **Marc and Hollie Henrie** of Richfield, and **Maria Nye** of Delta.

## CONTESTS

• Registration is open until March 1 for the **High School Utah Entrepreneur Challenge**, open to students in Utah ages 14-18 for a chance to win up to \$30,000 in prizes and scholarships. Registration requires students to submit a simple business idea. Twenty-four teams will be chosen to compete for three grand prizes of \$5,000 each. Other prizes and scholarships include Best Prototype Award of \$1,000, a People's Choice Award of \$1,000, a Rising Star Award of \$1,000, a Top Online Vote Award of \$500 and \$10,000 of in-kind Lassonde Studios housing scholarships. Finalists will be announced March 16, and an awards ceremony takes place April 15 at the University of Utah. Details are at [lassonde.utah.edu](http://lassonde.utah.edu).

## DIVIDENDS

• **Nutraceutical International Corp.**, Park City, has announced that its board of directors has declared a quarterly cash dividend on the company's common stock of 12.5 cents per share. The dividend is payable Jan. 5 to stockholders of record Dec. 20.

## ENTERTAINMENT

• The **Fountain View Event Venue** will open this month at Station Park in Farmington. The 10,000-square-foot event space is on the second floor, above Twigs Bistro & Martini Bar, and can accommodate up to 300 people. The venue features a 4,000-square-foot main hall and two smaller rooms. The venue has an open-vendor policy, meaning that customers can bring in their own vendors, including the caterer of their choice. The venue space, which previously sat empty, has large arched windows overlooking Station Park's Fountain Square and seasonal outdoor ice skating rink. A grand opening event will take place 11

a.m.-3 p.m. Jan. 21. It is free and open to the public and will feature live music and free food and drinks. Fountain View will be managed by **Noah's Event Venue**, based in South Jordan. It operates 30 event venues nationwide, including those in Lindon and South Jordan.

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• The **Utah Governor's Office of Energy Development (OED)**, in partnership with **Leaders for Clean Air**, recently cut the ribbon on a newly installed electric vehicle (EV) charging station at Rowland Hall School. The ceremony marked the completion of nine EV installations at six nonprofit locations across Salt Lake City as part of a \$10,000 OED grant awarded to Leaders for Clean Air this past July. Grant funds from the OED were used to facilitate the installation of Level 2 EV charging equipment in partnership with nonprofit entities throughout the Wasatch Front. To qualify for an EV charging station, the nonprofit organization had to employ 10, with at least one of the employees commuting in an EV. Funds covered all costs associated with the EV installation, including the charger and electrical service work. The six nonprofit locations where EV charging stations were installed are **Rowland Hall School**, **Envision Utah**, **Hogle Zoo**, **Artspace Commons** (which includes tenants Heal Utah, Sierra Club and Tree Utah, among other nonprofit organizations), **Wasatch Charter School** and **Utah Clean Energy**.

## INVESTMENT

• **Finicity**, Salt Lake City, has secured \$42 million in new funding. Finicity provides real-time financial data aggregation and insights. Finicity's Series B round was led by **Experian**, along with a venture debt facility provided

by **Bridge Bank** and participation from existing investors. Finicity said it will use the capital from its funding to expand its engineering and support teams, accelerating new solution development built upon its data aggregation platform. The funding will focus on growth at Finicity Data Services while also reinforcing operations at sister businesses Mvelopes and Aurora. **Thomas Fast**, managing director at Ultra Advisors, an independent investment banking division of KEMA Partners, advised Finicity on the transaction.

## MANUFACTURING

• **Big Agnes Inc.**, based in Colorado, has announced distribution expansion plans, including opening a second domestic distribution center outside of Salt Lake City. **Howard Peterson** has been hired to manage operations at the new distribution center. He is a seasoned outdoor and sporting goods industry executive who has worked in various management capacities, including distribution, manufacturing and logistics roles at brands such as The Coleman Co., Smith Sport Optics and Quality Bicycle Products.

## RECOGNITIONS

• **Gold Cross Ambulance** has received the **2016 Best Quality Improvement Program Award** from the **American Ambulance Association (AAA)**. The award was presented to the Utah-based ambulance service provider for significant improvements in documentation and vital sign collection that contributed to improved patient care. Gold Cross Ambulance provides basic life support, paramedic, critical care, neonatal, bariatric and

911 services in Salt Lake City and Utah, Juab, Uintah, Iron and Washington counties.

• Four people have earned **Golden Spike Awards**, presented by the **Utah Valley and Greater Salt Lake chapters of the Public Relations Society of America (PRSA)**. The awards recognize individual Utah communicators for their exemplary work during the past year. The **Communicator of the Year** award was presented to **Kalani Sitake**, in his first year as football head coach at Brigham Young University. The **Professional Communicator of the Year** award was presented to **Chris Thomas**, president of Intrepid, a Salt Lake City-based public relations agency. The **Mid-Level Professional of the Year** award was presented to **Bethany Hyatt**, a public information officer with the Utah Department of Workforce Services. The **Young Professional of the Year** award was presented to **Allie Jurkatis**, a public information officer for the Utah Department of Human Services. The annual event also recognized excellence and best practices in PR and business communication in Utah. An out-of-state judging panel reviewed 75 entries.

## RETAIL

• **Natural Grocers**, based in Colorado, has opened a store at 270 12th St., Ogden. The 18,000-square-foot store is the company's sixth store in Utah. It plans to open a South Jordan store in early 2017. Natural Grocers by Vitamin Cottage has 128 stores in 19 states.

see BRIEFS next page



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# Industry Briefs

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## SERVICES

• **SCS Engineers** has named **David Vonasek** to manage its Salt Lake City office. Vonasek is a licensed professional engineer with more than 32 years of experience, including knowledge and experience in landfill gas engineering services. He has worked at hundreds of landfills throughout the U.S., Canada, Mexico and Europe.

• **Vivint Smart Home**, Provo, has hired **David Porter** as chief procurement officer. He



David Porter

will be responsible for sourcing, procurement and supply chain management across the company. Porter has 18 years of supply chain experience, including a variety of executive positions at Cummins Inc. The positions included execu-

tive director of supply chain for the Engine Division of Cummins; general manager of global oil and gas; leading the company's sales and marketing efforts worldwide; and managing engine plants in Jamestown, New York, and Juárez, Mexico. Porter is a former captain in the U.S. Army, where he served as a logistics officer.

## TECHNOLOGY/LIFE SCIENCES

• **ARUP Laboratories**, Salt Lake City, has appointed **Dr. Julio Delgado** as chief medical officer, director of laboratories and co-chief of the company's Clinical Pathology Division. Delgado's appointment fills a vacancy left by the departure of **Dr. Jerry Hussong**. Delgado joined ARUP in 2006 as a medical director in the Department of Immunology. He served as co-executive director of



Julio Delgado

the ARUP Institute for Clinical and Experimental Pathology from 2013-2015. Delgado is an associate professor of pathology at the University of Utah School of Medicine.

• The **Women Tech Council (WTC)** recently launched the **TechArt Hour of Code**, an initiative involving 10,000 girls across Utah to create a living digital display. The program was part of a national movement around coding during National Computer Science Education Week. The TechArt Hour of Code program teaches students basic coding skills as they create a tile including an image and text. Each individual tile is then combined to create a living digital display showing the collective learning and creations of girls and students across Utah. The first version of the display launched Dec. 6 across local and national platforms. The TechArt Hour of Code is now part of the SheTech

curriculum that reaches tens of thousands of girls and activates them into STEM (science, technology, engineering and math) pathways. The TechArt program is in partnership with

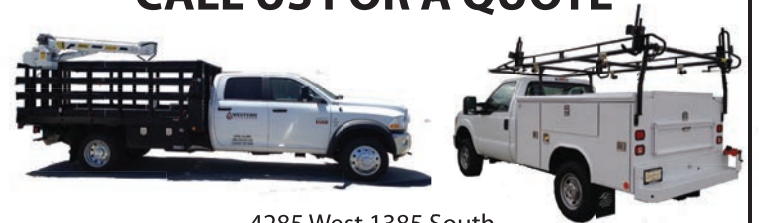
**Dell EMC, Comcast, the Utah Governor's Office of Economic Development, the Utah STEM Action Center, school CTE directors and the University of Utah Athletics.**



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## STARTUPS

from page 1

executive officer of Domo. "If you look at the activity that's been going on in Utah over the past few years, it's clear that we have a strong tech economy and that there's never been a better time to be an entrepreneur here.

"The traction Clint has achieved with Beehive Startups

in such a short amount of time is truly impressive and a testament to the energy of Utah's entrepreneurial spirit and success across all sectors. This new organization announced today is designed to harness that energy and the participation of tech and startup leaders in taking our community to the next level."

The founding members of the organization's executive

board are James; Brad Rencher, senior vice president at Adobe; Dave Elkington, founder and chief executive officer of InsideSales.com; Carine Clark, former chief marketing officer at Symantec and chief executive officer of MartizCX; Aaron Skonnard, co-founder and CEO of Pluralsight; Ryan Smith, co-founder and CEO of Qualtrics; and Todd Pedersen, founder and CEO of Vivint.

One of the organization's first activities is the Silicon Slopes Summit, set for Jan. 19-20 at the Salt Palace Convention Center in Salt Lake City. It is being promoted as an event "designed to give all members of Utah's booming technology industry the opportunity to learn from and network with the leading minds, innovators and experts in technology." It will feature keynote presentations, workshops, a startup competition, community hero awards, and a closing concert. The event will feature multiple tracks in the areas of entrepreneurship, technology, marketing, product design and sales.

The summit will coincide with the Sundance Film Festival, providing additional benefits for speakers and attendees traveling from outside the state, the organization said.

The organization will also soon be announcing an advisory board and a number of small committees focused on addressing specific issues and improving areas within Utah's startup and tech community.

The organization plans to focus on learning, connecting and serving the community through various programs and initiatives.

"I'm excited to have the opportunity to build upon the Silicon Slopes brand that many community leaders have created over the past 10 years," Betts said. "By combining that brand and its resources with the focus and community that Beehive Startups brings, we can continue to grow Utah's startup and tech ecosystem into something truly special.

"We believe a community is at its best when service and inclusiveness are central to its mission. That belief will be what guides this organization. We hope to build something here that accurately represents and is fundamentally owned by every entrepreneur in Utah. I can't wait to get started."

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# Calendar

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

## **Dec. 13, 7:15-9 a.m.**

**Breakfast Meeting**, an Association for Corporate Growth (ACG) Utah event. Speaker is Herbert E. "Bud" Scruggs, managing director of The Cynosure Group. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <http://www.acg.org/utah/events>.

## **Dec. 13, 7:30-9 a.m.**

**Alliance for a Better Utah (ABU) Fourth Annual Fundraising Breakfast**. Keynote speaker is John Stocks, executive director of the National Education Association. Location is The Falls Event Center, 580 S. 600 E., Salt Lake City. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 13, 1-3 p.m.**

**IGNITE Utah**. Speaker Jared Olsen, owner of Reyfya, will discuss "Why You Should Play Video Games at Work." Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free, with \$20 charge for VIP seating. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 14, 8:30-10 a.m.**

**ThoughtLeaderSymposium** titled "Utah's Economy Under a Trump Administration," hosted by the World Trade Center Utah and Zions Bank, in partnership with the Governor's Office of Economic Development. Panelists are Derek B. Miller, president and chief executive officer of the World Trade Center Utah; Natalie Gochnour, director of the Kem C. Gardner Policy Institute; Robert Spendlove, economic and public policy officer at Zions Bank; Laura Nelson, executive director of the Governor's Office of Energy Development; and Rich McKeown, CEO of Leavitt Partners. Location is Zions Bank, 1 Main St., Suite 1800, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 14, 11:30 a.m.-1 p.m.**

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.org](http://chamberwest.org).

## **Dec. 14, 11:30 a.m.-1 p.m.**

**Chamber Annual Christmas Luncheon**, a Holladay Chamber of Commerce event

featuring performances by the Olympus High School Choir and awards for the Business of the Year and Student of the Year. Location is Holladay City Hall, 4580 S. 2300 E., Holladay. Cost is \$25. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## **Dec. 14, 3-5 p.m.**

**"Fresh Start: Organizing Business Financials for the New Year,"** a Salt Lake Chamber "Business Essentials" event. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## **Dec. 14, 5-7 p.m.**

**Business After Hours**, an Ogden/Weber Chamber of Commerce event. Location is Wadman Corp., 2920 S. 925 W., Ogden. Cost is \$10. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Dec. 15, 11:30 a.m.-1 p.m.**

**Business Resource Center Workshop**, a West Jordan Chamber of Commerce event. Speaker Clay Neves of Personal Sales Dynamic will discuss "Turn Networking Into Sales." Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordan-chamber.com](http://westjordan-chamber.com).

## **Dec. 15, 11:30 a.m.-1 p.m.**

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker Daryl Price of You Marketing Gurus will discuss "12 Laws of Karma in Business." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 15, 1-3 p.m.**

**Holiday Open House/Sub For Santa**, a Cottonwood Heights Business Association event. Business owners are invited to bring donated Sub For Santa items to the open house, along with a treat to share. For a list of requested items, contact [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov). Extra donations will be given to the Ronald McDonald House. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights.

## **Dec. 16, 7:30-8:30 a.m.**

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 16, 11 a.m.-2 p.m.**

**Holiday Open House**,

a Sandy Area Chamber of Commerce event. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Details are at [sandychamber.com](http://sandychamber.com).

## **Dec. 17, 10 a.m.-noon**

**"Are You An Entrepreneur Without an Idea?"** a Salt Lake SCORE workshop. Speaker is entrepreneur Alexis Courtney. Location is Marmalade Branch Public Library, 280 W. 500 N., Salt Lake City. Details are at <https://saltlake.score.org>.

## **Dec. 20, 8-9 a.m.**

**"Coffee and Connections,"** a West Jordan Chamber of Commerce networking event. Location is High Point Coffee, 1735 W. 7800 S., West Jordan. Details are at [www.westjordan-chamber.com](http://www.westjordan-chamber.com).

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

**Business Alliance Networking Lunch**, a Davis Chamber of Commerce event. Location is Boondocks, 525 Deseret Drive, Kaysville. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Dec. 21, noon-1 p.m.**

**Professional Development Series**, presented by the Utah Valley Chamber. Location is Provo LDS Employment Resource Center, 702 W. Columbia Lane, Provo. Free. Details are available by calling (801) 818-6161 or at <http://bit.ly/1tDS04k>.

## **Dec. 22, 11:30 a.m.-1 p.m.**

**Business Preparedness Lunch Meeting**, a Murray Area Chamber of Commerce event. Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 29, 11:30 a.m.-1 p.m.**

**Lunch & Learn**, a Murray Area Chamber of Commerce event. Speaker Paul Kelly of Premier Protection Plus will discuss "Bacteria in Our World." Location is Scofy's, 7176 S. 900 E., Midvale. Cost is \$14 for members, \$20 for nonmembers. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 30, 7:30-8:30 a.m.**

**Eggs & Issues**, a Murray Area Chamber of Commerce event. A representative from the Utah Junior League will discuss "Human Trafficking." Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

## **Jan. 4, 8:30-10 a.m.**

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake

Chamber event. Seminar is taught by Deb Bilbao, business consultant at the Women's Business Center. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## **Jan. 5, 11:30 a.m.-1 p.m.**

**January Lunch Meeting**, a Murray Area Chamber of Commerce event. Speaker and location to be determined. Details are at [murraychamber.org](http://murraychamber.org).

## **Jan. 6, 7:30-8:30 a.m.**

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Gil Gonzales, Murray fire chief, will discuss "Fire Awareness and Control." Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

## **Jan. 6, 8-10 a.m.**

**Friday Forum**, a Utah Valley Chamber of Commerce event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

## **Jan. 6, 8-10 a.m.**

**"First Friday Face to Face,"** a Salt Lake County Business to Business Networking Group event. Location is the Miller Campus of Salt Lake Community College, 9750 S. 300 W., Sandy. Free. Details are at [westjordan-chamber.com](http://westjordan-chamber.com).

## **Jan. 10, 5:30-7 p.m.**

**Business After Hours**, a Holladay Chamber of Commerce event. Location is the Cottonwood Country Club, 1780 E. Lakewood Drive, Holladay. Cost is \$15 for members, \$20 for nonmembers. Details are at [holladaychamberof-commerce.org](http://holladaychamberof-commerce.org).

## **Jan. 11, 8:30 a.m.-noon**

**Employer-Based Trip Reduction Symposium**, hosted by the Utah Division of Air Quality and highlighting what companies can do voluntarily through vehicle trip reduction strategies to reduce their contribution to poor air quality, provide benefits to their employees, and reduce company costs associated with transportation. Location is the Multi-Agency State Office Building, 195 N. 1950 W., Salt Lake City. Event will also be offered through a live online webinar. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

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

**Connect 4 Lunch**, a Sandy Area Chamber of Commerce event. Location is Anytime Fitness, 9211 S. Village Shop Drive, Sandy. Cost is \$15 for

members, \$20 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

## **Jan. 11, 3-5 p.m.**

**"Simple Marketing Strategy for Small Business and Nonprofits,"** a Salt Lake Chamber "Business Essentials" event. Presenter is Paula Sageser, website designer and content writer. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## **Jan. 12, 8 a.m.-2 p.m.**

**St. George Area Economic Summit**. Keynote speaker is Mary Walshok, author, speaker, educator and thought leader at the University of California-San Diego. Event also features breakout sessions and a "What's Up Down South" session. Location is Dixie Convention Center, 1835 S. Convention Center Drive, St. George. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Jan. 12, 4-6 p.m.**

**UTC Annual Open House**, a Utah Technology Council (UTC) event. Location is UTC offices at the Cottonwood Corporate Center, 2755 E. Cottonwood Parkway, Suite 130, Salt Lake City. Free. Details are at [utahtech.org](http://utahtech.org).

## **Jan. 17, 6-9 p.m.**

**"Share the Magic" Gala**, a West Jordan Chamber of Commerce event featuring the Craig Dearing Legacy Award, volunteer check presentation and Ambassador of the Year Award. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., No. 24, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Jan. 18, 7:30 a.m.-1 p.m.**

**Utah Economic Review and Policy Summit 2017**, featuring a discussion of the Utah economy and what business and policy leaders are doing to secure a prosperous future. Activities include the Utah Economic Review from 7:30-9:30 a.m. and the inaugural Utah Business & Policy Summit 10 a.m.-1 p.m. Review will feature economists and business leaders from around the state discussing the Utah economy. The annual event is hosted by the Salt Lake Chamber, in collaboration with the Governor's Office of Management and Budget, David Eccles School of Business, the Kem C. Gardner Policy Institute and Economic Club of Utah. The summit, presented by the Salt Lake Chamber, will feature Utah business leaders and elected officials discussing the critical issues that affect the state's

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# NIKOLA

from page 1

nual build rate of 50,000 units.

Milton made his entrance on an electric off-road vehicle called the Nikola Zero and opened the presentation with a quote from Oren Harari, business professor at the University of San Francisco and biographer of Colin Powell, that Milton said captures everything he has been trying to explain to people since the beginning of his electric truck project: "The electric light did not come from the continuous improvement of candles."

In Milton's view, that says it all. The Nikola One is not an upgrade, refit or hybrid built from existing equipment. It is a totally new, fully electrically powered Class 8 highway sleeper-truck that is capable of running up to 1,300 miles on a single fill of the hydrogen fuel-cell system. It has no conventional drivetrain. Instead, each of the six wheel positions has its own independently controlled electric traction motor, Milton said.

Milton had an explanation of why this revolutionary technology is coming from a relatively small Utah startup. He said in many cases, really big companies are not well-positioned to undertake utterly ground-breaking, game-changing projects like this one because of the risk involved.

"If there was a failure, it would affect a company of that size much more than a smaller company like ours," Milton said. "One of the great advantages we have as entrepreneurs and one of the tasks in life we have as entrepreneurs is to be able to take risks that no one else thought were possible."

Milton has started several companies in past years — some successful and others not. His sale of successful alternate fuel company dHybrid Systems to Worthington Industries provided funding for the start of Nikola Motor Co. in October 2014.



Gov. Gary Herbert listens as Nikola Motor Co. founder and CEO Trevor Milton explains the features of his company's new electric over-the-road truck to guests at an unveiling event at Nikola headquarters in Salt Lake City.



The shroud comes off of the Nikola One electric truck at a gala event at Nikola Motor Co.'s headquarters in Salt Lake City recently. The event attracted media and trucking executives from around the world. The emission-free vehicle is expected to be in full production by 2020.

Speculation has been rampant in the trucking industry since word of Milton's project emerged two years ago on whether the truck and the project itself were real. While it remains to be seen if the Nikola One will be out on the highway hauling freight, the highly visible presence at the event of industry giants such as Ryder System, Meritor and U.S. Express seemed to lend credibility to the Nikola One. With both trade press and mainstream media from around the world gathered for the unveiling, Milton seemed to have an interested and believing audience and is certainly spending the money to get the word out.

Also lending to the credibility of the project, Milton brought representatives of three major companies onstage that have signed on as partners for the Nikola One project: Ryder System, Meritor and automotive and defense engineering company Pratt & Miller.

"Meritor helped design our fully independent front and rear suspension," said Milton. "It's the first ever on a heavy truck. Drivers will be absolutely amazed at how well it rides, and it also allowed us to get rid of the differentials."

Milton said Ryder will be servicing, selling, warranting and fueling the Nikola One at its more than 800 service centers throughout United States, Canada and Mexico.

Commenting on the partnership with Nikola, Dennis Cook, Ryder's president of global fleet management solutions, said in a release, "We commend Nikola for its leadership in zero-emission vehicles and for its decision to partner with Ryder as their exclusive nationwide distribution and maintenance provider. This relationship is key to expanding our advanced vehicle technology portfolio of innovative solutions. Ryder continually monitors emerging fleet technologies and seeks to estab-

lish relationships with companies that are leading innovation within the commercial transportation industry."

In addition to Ryder System's national coverage, Thompson Machinery, a Caterpillar dealer and an early investor in Nikola Motor Co., will also offer sales and service in Tennessee and Mississippi.

Milton did not explain the role Pratt & Miller will have, but the company is known for its expertise in suspension and chassis products for electric propulsion systems as well as powertrain integration.

The Nikola One business model is almost entirely vertically integrated, right down to the production and distribution of the fuel, Milton explained. Nikola customers will get their hydrogen fuel at no additional cost — it's built into the lease program. Fuel will be supplied at Nikola-owned fueling stations planned nationwide with fuel produced by Nikola production facilities.

Initial plans call for 364 stations in the U.S. with concentrations that will allow trucks to pass at least seven and up to as many as 25 stations anywhere in the country without having to refill with hydrogen, according to Milton. Construction of the filling stations is set to begin in 2019 and will be concentrated in areas where fleets are operating Nikola trucks.

"That's the beauty of being vertically integrated," Milton said. "We own our own hydrogen production facility, our own distribution and we also own the manufacturing of the truck."

Nikola claims to have over \$4 billion in pre-orders for the truck, with as many as 7,000 units currently at least partially reserved.

Milton announced that the initial truck production will be done by Fitzgerald, a Tennessee-based company currently known for building glider kits. "Glider kit"

is the name given in the trucking industry to putting new truck bodies and chassis components around existing power trains. The company is currently building between 6,000 to 9,000 glider-kit trucks per year.

"Fitzgerald will build the first 5,000 trucks and will continue to build trucks for us into the future," said Milton. "This will allow us to avoid a lot of the initial capital expenditure. It's not as advanced as a massive manufacturing facility, but once again, we're doing things a different way."

Milton said Nikola will eventually invest up to \$1 billion in a manufacturing facility with capacity for up to 50,000 trucks per year. Those plans will proceed once more research and development and testing has been completed. The location of the proposed manufacturing plant will be announced in mid-2017, he said.

Milton also talked about a new Nikola-developed proprietary "load matching" service called "Shipments" that is still in development.

"Every freight broker in the country will be able to upload their freight to our system and have our drivers pick those loads up," Milton said. "[The system] will take a few years to roll out. It's not an overnight thing. It will take work and testing and great partners, but soon we'll be passing billions of dollars of freight through our system. And it will be a tremendous boon to owner-operators."

Milton also said Nikola is developing a daycab version of its electric truck for local deliveries, dubbed the Nikola Two. It will have the same performance attributes and fuel utilization rates as the Nikola One sleeper model, but will be smaller, lighter and less expensive. As a teaser, Milton said that the daycab version will also be much more maneuverable, thanks to a unique steerable rear axle.

## Opinion

# Remarkable number of 'progressives' looking backwards

People who call themselves “progressives” claim to be forward-looking, but a remarkable amount of the things they say and do are based on looking backward.

One of the maddening aspects of the thinking — or non-thinking — on the political left is their failure to understand that there is nothing they can do about the past. Whether people on the left are talking about college admissions or criminal justice, or many other decisions, they go on and on about how some people were born with lesser chances in life than other people.

Whoever doubted it? But once someone who has grown up is being judged by a college admissions committee or by a court of criminal justice, there is nothing that can be done about their childhood. Other institutions can deal with today's children from disadvantaged backgrounds — and should — but the past is irrevocable. Even where there are no economic differences among various families in which children are raised, there are still major differences in the circumstances into which people are born, even within the same family, which affect their chances in later life as adults.

For example, among children of the same parents, raised under the same roof, those first-born, as a group, have done better than their later siblings, whether measured by IQ tests or by becoming National Merit Scholarship finalists or by various other achievements.

The only child has also done better, on average, than children who have siblings. The advantage of the first-born may well be due to the fact that he or she was an only child for some time, perhaps for several formative years.

By the time people have grown up and apply to college, all that is history. Nothing that a college admissions committee can do will change anything about their childhoods. The only things these committees' decisions can affect are the present and the future. This is not rocket science.

Nevertheless, there are people who urge college admissions committees to let disadvantaged students be admitted with lower test scores or other academic indicators.

Those who say such things seldom even attempt to see what the actual consequences of such policies have been. The

prevailing preconceptions — sometimes called what “everybody knows” — are sufficient for them.

Factual studies show that admitting students to institutions whose standards they do not meet often leads to needless academic failures, even among students with above average ability, who could have succeeded at other institutions whose standards they do meet.

The most comprehensive of these studies of Americans is the book *Mismatch* by Sander and Taylor. Similar results in other countries are cited in my own book *Affirmative Action Around the World*.

When it comes to criminal justice, there is much the same kind of preoccupation on the left with the past that cannot be changed. Murderers may in some cases have had unhappy childhoods, but there is absolutely nothing that anybody can do to change their childhoods after they are adults.

The most that can be done is to keep murderers from committing more murders and to deter others from committing murder. People on the left who want to give murderers “another chance” are gambling with the lives of innocent people. That is one of many other examples of the cruel conse-

quences of seemingly compassionate decisions and policies.

Ironically, people on the left who are preoccupied with the presumably unhappy childhoods of murderers, which they can do nothing about, seldom show similar concern about the present and future unhappy childhoods of the orphans of people who have been murdered.

Such inconsistencies are not peculiar to our time, though they seem to be more pervasive today. But the left has been trying, for more than 200 years, to mitigate or eliminate punishments in general, and capital punishment in particular. What is peculiar to our time is the degree to which the views of the left have become laws and policies.

A long overdue backlash against those views has begun in some Western nations, of which the recent election results in the United States are just one symptom. How all this will end is by no means clear. Just as the past cannot be changed, so the future cannot be predicted with certainty.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is [www.tsowell.com](http://www.tsowell.com).

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THOMAS SOWELL

# Democrats need to connect with voters at the gut level

As Democrats contemplate their losses in November's election, most have settled on a solution. They believe that the party needs more economically populist policies. But this misses an essential reality — most people don't vote on the basis of policies.

There is now excellent research by political scientists and psychologists on why people vote. The conclusion is clear. As Gabriel Lenz writes in his landmark 2012 book *Follow the Leader?*, “Voters don't choose between politicians based on policy stances; rather, voters appear to adopt the policies that their favorite politicians prefer.”

And how do voters pick their politicians? It is a gut decision that is more emotional than rational. Mostly it hinges on whether they identify with a politician in a social and psychological sense.

In an important recent book, *Democracy for Realists*, Christopher Achen and Larry Bartels show that “group attachments” and “social identities” are the key to understanding voting behavior. The psychologist Jonathan Haidt reinforces this view with mountains of research showing that people choose their political views based on their tribal attachments.

The problem for the Democratic Party is not that its policies aren't progressive or populist enough. They are already progressive and are substantially more populist than the Republican Party's along almost every dimension. And yet, over the last decade, Republicans have swept through

statehouses, governors' mansions, the U.S. Congress and now the White House. Democrats need to understand not just the Trump victory but that broader wave.

The Republican Party has been able to profit electorally at so many levels because it has found a way to emotionally identify with working-class whites as they watch their country get transformed. Globalization, automation and immigration all generate enormous social change. Republicans signal that at a gut level, they are uncomfortable with this change and like America the way it was. That is why states with older, working-class white voters, like Ohio, Michigan and Wisconsin, all have Republican governors and statehouses.

Partly this is a matter of policy (on guns, say), but mostly it is about identity and attachment, conveyed through symbols and signals. In a perceptive essay in the *Harvard Business Review*, Joan Williams explains that working-class people distrust and disdain professionals — and the Democratic Party is now a party of professionals. These professionals, in this view, are overeducated urbanites with effete lifestyles (organic food, vegan diets, yoga) who have jobs that are about manipulating words and numbers.

On the other hand, Williams notes, working-class people love the rich. A real estate developer from Queens, for example, actually builds stuff, flaunts his wealth and retains all his basic appetites. When Donald Trump posts a photograph of him-

self in his plane eating Kentucky Fried Chicken, he is saying to his base, “I'm just like you, only with lots of money.” And in fact, Trump in many ways is a working-class person's fantasy of what his life would be like if he were rich, from the Vegas-style triplex to the gold-plated fixtures in his plane.

If this emotional attachment is the key to getting people to vote for you, what does this mean for the Democratic Party? It has advantages. It begins with a strong base of people who do identify with it: professionals, working women, minori-

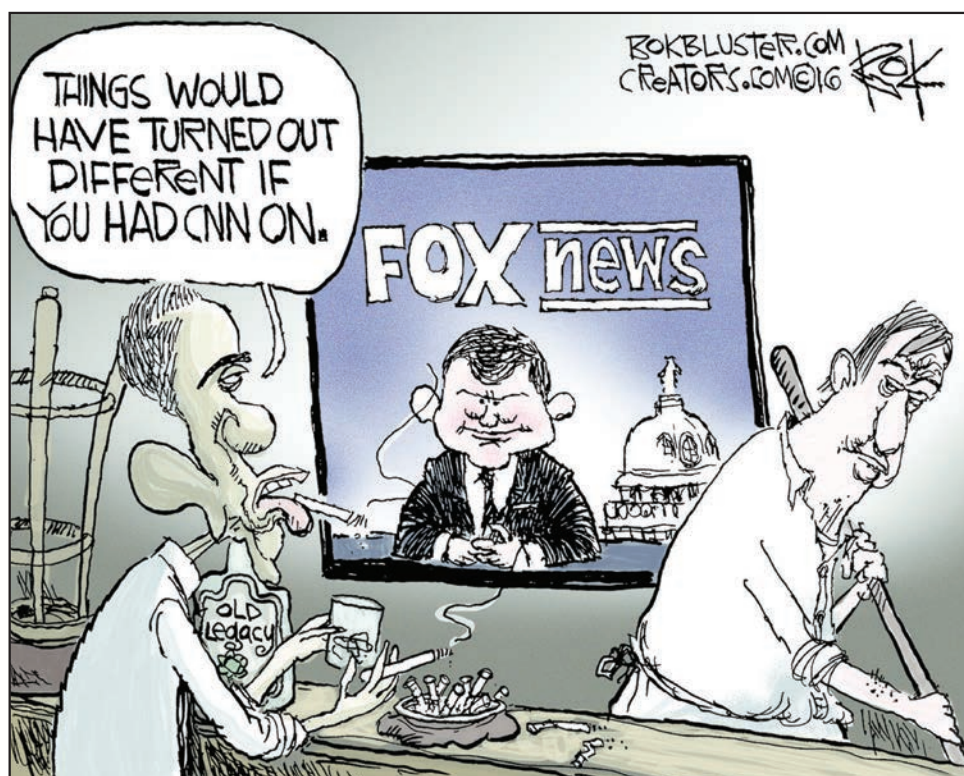
ties, millennials. But it needs to reclaim a larger share of working-class whites. To do this, the Democrats need to understand the politics of symbolism.

Hillary Clinton's campaign, for instance, should have been centered around one simple theme — that she grew up in a town outside of Chicago and lived in Arkansas for two decades. The subliminal message to working-class whites would simply be, “I know you. I am you.” It was

see ZAKARIA next page



FAREED ZAKARIA



## Opinion

# Can you get more income by reapplying for Social Security?

Years ago, retirees exploited loopholes in Social Security's framework to dramatically increase their lifetime Social Security benefits. Many of the tactics they used are no longer permitted, but there are still a couple of ways to restart those retirement benefits in pursuit of higher monthly income.

Once, retirees could hit "reset" on their benefits, years after first receiving them. They could repay the federal government an amount equal to the benefits they had already received, and then reapply for benefits at their current, older age. Basically, they were boosting their monthly incomes after repaying an interest-free loan from Uncle Sam. The Social Security Administration closed this loophole in late 2010. Too many retirees were taking advantage of it, and the SSA's tolerance had worn thin.

Only a limited form of this loophole is still around (see below).

Until 2016, many married couples

could employ two other savvy strategies. Through the "file and suspend" and "file and restrict" methods, they could try to arrange greater lifetime Social Security income. Under the "file and suspend" method, a higher-earning spouse could apply for benefits, suspend them, and let the lower-earning spouse file for spousal benefits only. This let retiree households receive some spousal benefits, while both spouses waited to receive (what would eventually be) larger, individual benefits.

"File and restrict" (also called "deemed filing") was a variation on this: a retiree could claim only spousal benefits, while his or her own benefits grew larger with time. The "deemed filing" loophole is rapidly closing. Individuals who were age 62 on or after Jan. 2, 2016, can no longer get one kind of retirement benefit from Social Security while accumulating credits for delaying another.



MARK LUND

Today, individuals can still "file and suspend" their benefits — but now this choice suspends spousal benefits as well. (This does not apply to Social Security recipients who voluntarily suspended their individual benefits before April 30, 2016.)

There are still two ways to possibly realize larger monthly benefits. An individual who has received Social Security benefits for 12 months or less may be eligible to withdraw his or her application and apply for benefits again at a later date. Social Security lets a person do this only once. Form SSA-521 is the document to use. The reason for withdrawing the application must be clearly stated, and others who get benefits based on the individual's work history must also give their consent to the decision. The person who withdraws their application must pay back any retirement benefits already received.

At full retirement age (FRA), which is 66 or 67 in the case of baby boomers, a Social Security recipient can choose to sus-

pend his or her monthly retirement benefit until as late as age 70. (Benefits will automatically restart at that age.) No payback of benefits already received is necessary; the benefits are just suspended until the individual decides to restart them, or turns 70, whichever comes first. The decision, however, has a couple of downsides. Any linked, spousal retirement benefits will also be suspended and the individual will have to pay his or her own Medicare Part B premiums during this time.

Knowing when to apply for Social Security is crucial. This may be one of the most important financial decisions you make for retirement — and it cannot be made casually. Be sure to consult the financial advisor you know and trust before you apply for retirement benefits.

Mark Lund is the author of *The Effective Investor* and provides investment and retirement planning for individuals and 401(k) consulting for small businesses through Stonecreek Wealth Advisors Inc. in Utah.

# How family retreats with a purpose can transform your family

If you've been to Maui, you know how the vivid green landscape, the rolling waves and the gentle breezes can melt away the responsibilities and stresses you left behind on the mainland. Even if it's not Hawaii's easy-going shores, heading *anywhere* to get away from the day-to-day can help bring clarity, perspective and rejuvenation. And when you invite the whole family along and add meaningful experiences and exciting adventures to the itinerary? You've got the perfect recipe for connection and growth. It's what I call "family retreats with a purpose," and it's a valuable tool I teach to audiences nationwide for building stronger families centered on abundant living.

I mentioned Maui, because that's where my own family of six children and now 14 grandchildren get away every two years for a seven-to-10-day family retreat with a purpose. But it doesn't require a trip to tropical shores to count. Family retreats can be as simple as an evening at your home or as elaborate as a several-day vacation. They can be held in conjunction with holidays, like Thanksgiving, Christmas or New Year's. They can also be a one-day getaway to an amusement park or a long weekend at the Grand Canyon. The idea is to get together regularly (at least once a year, if not more), and along with fun activities, schedule time to reinforce family values and participate in meaningful exercises.

These "purpose driven adventures" allow everyone to be involved and improve the family communication and unity. I could go on and on about the power of cel-

ebrating both the *fun* and *fundamentals* of life. It's a chance to slow the pace, create lasting memories and pass along the values, beliefs and experiences that matter to us. Essentially, you get away to come together.

For the past several years, my wife Sharee, and I have planned these family retreats with a purpose. The concept sprang from professional strategies I've learned in collaborating with some of the top entrepreneurial think tanks in the country. This is such a powerful vehicle for family unity and growth, I recommend taking a more in-depth look at how to plan yours. But just to give you an idea, here's how you can get started:

• **Schedule It.** These getaways can be as short as an evening or as long as a week. Find what works for you and your schedule and put it on everyone's calendar.

• **Where in the World?** Next, decide where you'll go. We've done family retreats with a purpose at locations in Hawaii and the Wind Rivers of Wyoming, but we've also done retreats that are just an evening at the house or the family cabin. It doesn't have to be expensive or luxurious. The point is just to get away from the day-to-day cares and distractions and focus on time together as a family.

• **Plan Meaningful Activities.** This is more than a regular vacay. To get the most out of your getaway, you'll want to plan purposeful activities. And don't be surprised if at first you encounter some resistance to the meaningful activities (you likely will), but when your family expe-

riences even one of these sessions, the bonding that follows can make everyone a believer. (Remember, recreate can also mean "re-create" as you sharpen your focus on the important things in life.)

• **Vacate from the "Busy-ness" of Life.** Make your retreat a stress-free zone. Avoid the distractions of work, school, email, social media, etc., by encouraging time away from electronics so you can focus on the family.

• **Load Up on Fun.** These events are not just serious. We've done retreats with a purpose that include camping, fishing, hiking, biking, snorkeling, scuba diving, golfing, etc. The secret recipe is to not only make them significant, but also to make them fun!

Now keep in mind, sometimes "family" doesn't necessarily mean father, mother and children. It can be just you and your spouse (Sharee and I get away for a long weekend at least every quarter at our cabin). You can plan it with your immediate family or even extended family (of course, this also applies to friend getaways, too). And, of course, you can plan retreats with a purpose with your work team.

These intentional retreats, along with specific exercises and activities incorporated, have the power to transform your family or group, just as they have ours. As we've gathered our family together we've taken on topics such as how to teach responsibility and accountability, how to avoid making serious mistakes during your lifetime, how to transform negative experiences in life into positive outcomes and how to develop a master plan for your bigger future.

So whether you're looking at a Monday night get-together or a week-long cruise with the entire family, consider incorporating family retreats with a purpose activities and watch the magic (both short-term and long-term) that can happen when you create intentional experiences for your family.

Doug Andrew is a best-selling author, radio talk show host and abundant living coach.

## ZAKARIA

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the theme of her husband's speech introducing her at the Democratic Convention, and Bill Clinton's success has a lot to do with the fact that, brilliant as he is, he can always remind those voters that he knows them. Once reassured, they are then open to his policy ideas.

Barack Obama is a singularly charismatic politician. But he might have made Democrats forget that the three Democrats elected to the White House prior to his election came from the rural South. They knew that world; they were of it.

With these insights in mind, on the campaign trail, perhaps Clinton and the Democrats should have rallied not with Beyonce and Jay Z but rather with George Strait. And if you don't know who he is, that's part of the problem.

Fareed Zakaria's email address is [comments@fareedzakaria.com](mailto:comments@fareedzakaria.com).

## CALENDAR

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businesses, including the release of the chamber's 2017 Public Policy Guide. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$95 for both events; \$65 for the Utah Economic Review breakfast only; \$40 for Utah Business & Policy Summit lunch only. Details are at slchamber.com.

### Jan. 18, noon-1 p.m.

**Professional Development Series**, presented by the Utah Valley Chamber. Location is ProvoLDS Employment Resource Center, 702 W. Columbia Lane, Provo. Free. Details are available by calling (801) 818-6161 or at <http://bit.ly/1tDS04k>.

### Jan. 19-20

**Silicon Slopes Summit 2017**, enabling members of the Utah technology industry the chance to learn from and network with leading minds, innovators and experts in technology. Event features keynote presentations, workshops, a startup competition and awards. Multiple tracks will be available in the areas of entrepreneurship, technology, marketing, product design and sales. Location is the Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$95. Details are at <http://silicon-slopesummit.com/>.

### Jan. 20, 6-9 p.m.

**Business Awards Banquet**, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at [davis-chamberofcommerce.com](http://davis-chamberofcommerce.com).

### Jan. 26, 11:30 a.m.-1 p.m.

**Business Matters Luncheon**, a West Jordan Chamber of Commerce event. Speaker is Kordell Norton, consultant, author and speaker. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 for members, \$25 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Feb. 3, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Murray City Police Chief Craig Burnett will discuss "Crime Prevention in Murray City." Location is Anna's Restaurant, 4700 S. 900 E., Ivy Place Suite 1, Murray. Details are at [murraychamber.org](http://murraychamber.org).

### Feb. 3, 8-10 a.m.

**"First Friday Face to Face,"** a Salt Lake County Business to Business Networking Group event. Location is the Miller Campus of Salt Lake

Community College, 9750 S. 300 W., Sandy. Free. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Feb. 3, 8:45-11 a.m.

**"Networking Without Limits,"** a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### Feb. 3, 6-9 p.m.

**Annual Dinner**, an Ogden/

Weber Chamber of Commerce event. Social starts at 6 p.m., followed by dinner at 7 p.m. Event includes awards presentations, a social hour, formal dinner, music and guest speakers. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Feb. 7, 7:30-9 a.m.

**"Introduction to Corporate Boards: The Why and How of Board Membership."** The Women's Leadership Institute, facilitator Natalie Gochnour and panelists Peggy Thompson, Gretchen McClain, Ron Jibson

and Tania Binder will discuss what you need to know to serve on a corporate board. Location is the Kem C. Gardner Policy Institute, 411 E. South Temple, Salt Lake City. Cost is \$75. Details are at [slchamber.com](http://slchamber.com).

### Feb. 16, 11:30 a.m.-1:30 p.m.

**Peak Awards Luncheon**, a Sandy Area Chamber of Commerce event. Awards will be presented for Small Business Woman of the Year, Small Business Man of the Year, Small Business of the Year, Community Service Award, Clark and Barbara Stringham Volunteer of the

Year, Ambassador of the Year, President's Excellence of the Year and Chairman's Distinguished Corporate Partner. Location is the Salt Lake Community College Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$35 for chamber members, \$40 for nonmembers. Details are at [sandychamber.com](http://sandychamber.com).

### March 8, 11:30 a.m.

**Connect 4 Lunch**, a Sandy Area Chamber of Commerce event. Location is All Star Bowling, 12101 S. State St., Draper. Cost is \$20. Details are at [sandychamber.com](http://sandychamber.com).

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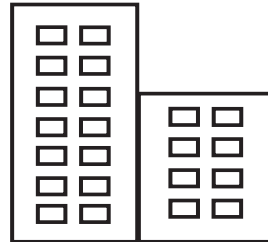
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