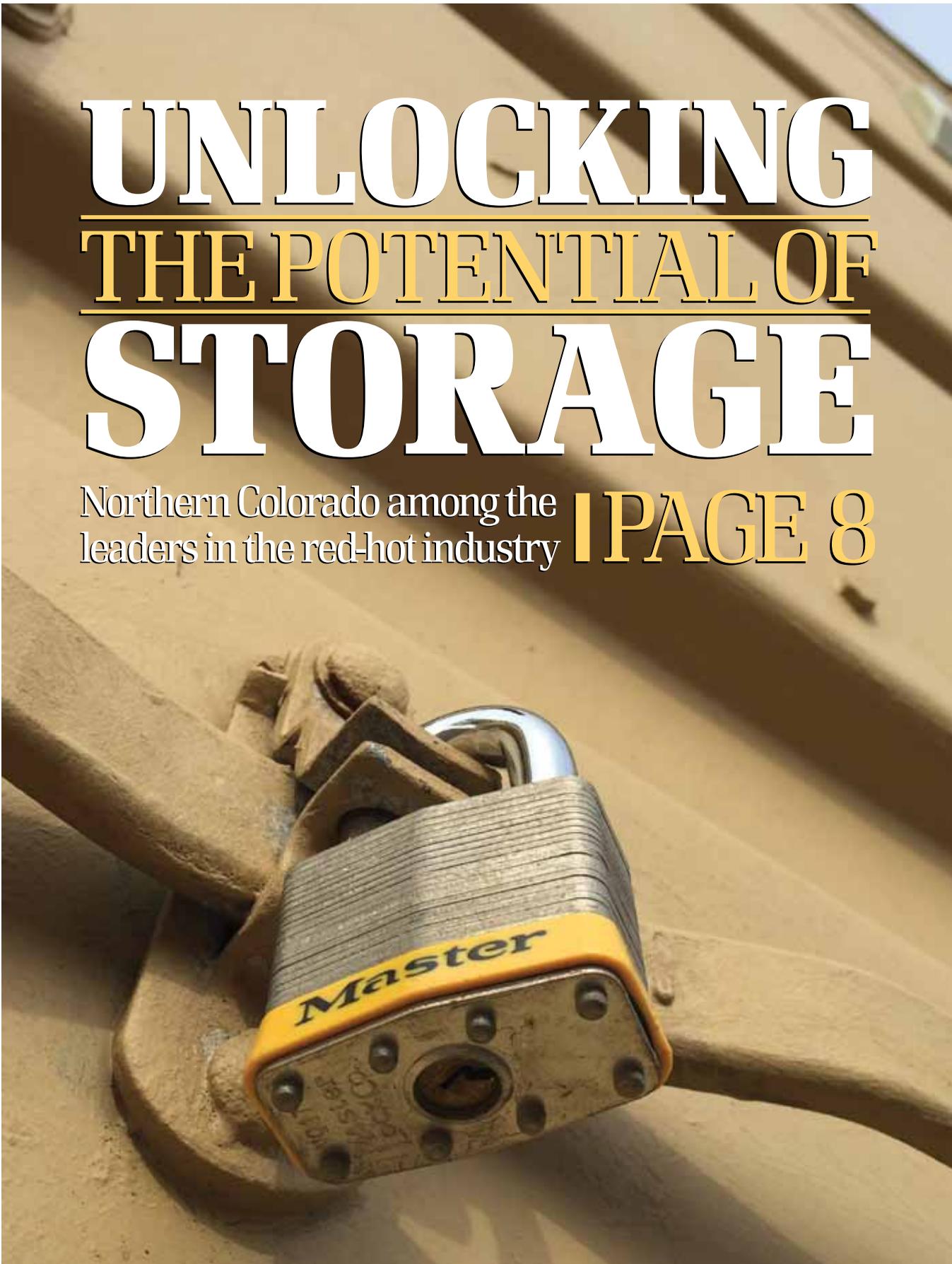


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Northern Colorado
November 3, 2015**
Fort Collins Country Club

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Glenn Miller Ballroom, CU Boulder

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The Ranch, Loveland

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www.iqawards.com

■ 40 Under Forty (Northern Colorado)

Nov. 3 | Fort Collins Country Club
fortyunderforty.com

■ Boulder Valley Real Estate Conference

Nov. 18 | Glenn Miller Ballroom, CU Boulder
fallrealestateconference.com

QUOTABLE

“When we set out to do this, we thought it would be nice to have extra income for vacations. We never expected to quit our jobs and run this as a full-time venture.”

Tiffany Puentes, Men's Bodega. PAGE 12

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COURTESY U BARON GROUP

From left, founder and co-owner Udi Baron, partner and head baker Maurizio Nigrini, and co-owners Etai and Robin Baron.

Izzio to go national, with gluten

Founder of Udi's fills a niche that's kneaded

By Michelle LeJeune
news@bizwestmedia.com

LOUISVILLE—With the sale three years ago of nationally known Udi's brand and the gluten-free part of the company to Boulder Brands, the sellers the bread makers and business people of the company newly named U Baron Group are back to square one: filling the need for handmade breads made with old-world techniques. The plan is to go national again, but this time take the gluten along for the ride.

It's a different-looking square one than it was nearly 20 years ago when Etai Baron set up a catering business here but found he couldn't buy the bread he wanted to make high-quality sandwiches. He then filled his own need by hiring Master Baker Maurizio Negrini to help him develop



COURTESY U BARON GROUP

The company is filling the need for artisan breads made with old-world techniques.

a line of artisan breads. This eventually led to building a bakery in Louisville and developing granola and gluten-free products, which led Udi's to become one of the best known gluten-free bread brands in America. The Udi's name, as well as the gluten-

free and granola parts of the business, sold for \$125 million in 2012 to Boulder Brands which also owns evol, Smart Balance, Glutino and Level Life. The family of Udi Baron, E&A Industries, an Indianapolis-based investment firm, and other minority

holders all were involved in the sale. Baron partnered with E&A Industries three years ago to launch the gluten-free bakery line of Udi's.

Today, square one for U Baron is a lot bigger than it was when Baron first set up shop in 1994. There is Etai's Catering, six Etai's Bakery Cafes, two full-service restaurants, Silvi's Kitchen, and, in Denver, The Good Son, a Detroit Style Pizza Taphouse & Bar. The Louisville restaurant at 185 S. 104th St. in the Colorado Technological Center closed in 2011 to expand that building for production only into the 25,000-square-foot European-style artisan bakery, Izzio, in Louisville.

According to Erez Heiman, U Baron's creative and marketing director, two additional European-style bread stands are scheduled to open late next summer – one at 2501 Dallas St. in Aurora and the other at Larimer Market Place, 28th and Larimer streets in Denver. At the latter location, U Baron is renovating a historic building and will be one of the big-

Please see **Izzio**, page 4

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Izzio, from 3

gest tenants. In addition to the cafes, products already are sold in King Soopers, Trader Joe's, Sprouts and five farmer's markets in Colorado.

Having sold the old brand, extensive rebranding has had to take place. This huge, two-year project has involved building new logos, finding a new shade of orange since the old shade was off limits because of the Udi's sale, and, since the Udi's name was sold along with the gluten-free lines, renaming the business.

Keeping the Udi's name was impossible because that part of the business grew too fast, according to Heiman. (The new owners of Udi's aren't using the same logo, but it's still off limits, Heiman said.) To help with rebranding, Heiman created a naming campaign where customers were asked to offer names.

"We got amazing feedback with focus groups to see what values connected us to our customers," he said. "For the name campaign, we got 1,200 different names. We found three names we liked."

Izzio Artisan Bakery comes from the nickname for head baker Maurizio Negrini. The café and catering part of the business are Etai's Cafes and Etai's Catering, after Etai Baron, company co-founder and chief executive. The restaurants are Silvi's Kitchen after Udi Baron's mother.

The strategy they are working on now, Heiman said, is to expand three "programs" for the national market.

"We got amazing feedback with focus groups to see what values connected us to our customers. For the name campaign, we got 1,200 different names. We found three names we liked."

Erez Heiman, creative and marketing director, U Baron

A par-baked bread – 90 percent baked and then frozen and finished by King Soopers or Sprouts and then bagged using Izzio bags – is the first. The second is a take-and-bake kind of idea where grocery customers take the same product home and bake it there. The third is sliced sandwich bread. Developing these products involved buying a huge freezer, big enough to drive a car into, to test and pre-freeze the breads.

"We have to take bread that used to only be sold fresh to be distributed frozen. It's taking some changes in packaging. We also are figuring out the right process for bread that is frozen," Heiman said. It's a challenge, but he's optimistic about the future.

"Izzio Artisan Bakery will be huge," he said. "Nobody is doing what we are doing, bringing farmer's market style bread national."



Colorado records decline in new-business filings

What follows is a compilation of recent news reported online by BizWest.com. Find the full stories using the search window at the top of the homepage.

New business-entity filings in the state declined in the third quarter, according to a new University of Colorado Boulder report released by Colorado Secretary of State Wayne Williams. However, employment is still projected to rise over the next six months. CU-Boulder's Business Research Division compiles the quarterly economic indicators report using data from the secretary of state's business registry. There were 25,164 new entity filings for the three-month period ending Sept. 30, down from 26,085 in the second quarter and 27,642 in the third quarter of last year. The overall number of entities in good standing, however, ticked upward by 6 percent year-over-year. "Although new filings are down quarter-over-quarter and year-over-year, the level is sufficient to sustain continued growth in the economy albeit at a slower pace," Richard Wobbekind, executive director of CU's Business Research Division, said in a release.

Posted Oct. 27.

UQM Technologies' big stock gains erased

LONGMONT — The major gains UQM Technologies' stock price made

on Oct. 26 were wiped out Oct. 27 after the company announced that it had raised \$6.4 million through a direct stock offering to institutional investors. UQM's stock price more than doubled from 63 cents to \$1.30 per share on Oct. 26 when the Longmont-based electric-motor manufacturer (NYSE: UQM) announced that it had struck a deal to supply a Chinese bus maker that could be worth more than \$400 million over the next 10 years. But the next day's announcement took the share price right back down. The price stood at 68 cents toward the end of trading Oct. 27.

Posted Oct. 27.

Consultant to present ideas On boosting Estes' economy

ESTES PARK — Avalanche Consulting of Austin, Texas, which was retained by the town of Estes Park and the Estes Park Economic Development Corp. to come up with an economic strategy for the Estes Valley, will present its recommendations at a Town Board study session Nov. 2 and at public meetings from 7 to 8:30 p.m. Nov. 3, and from 8 to 9:30 a.m. Nov. 5, at the Estes Park Museum, 200 Fourth St. The strategy is meant to prioritize actions that could lead to a more consistent and prosperous year-round economy for the tourism-dependent Larimer County town at the gateway to Rocky Mountain National Park.

Posted Oct. 27.

NEWS DIGEST

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HealthOp sues state over 2016 shutdown

Colorado HealthOP, the non-profit cooperative that currently insures nearly four in 10 Coloradans why buy coverage on the state's health-care exchange, sued the state's Division of Insurance in response to the agency's action that in effect will shut down the co-op and force its 83,000 members to find new coverage for next year. The suit, filed in Denver District Court, seeks a temporary restraining order and preliminary injunction to prevent the state from removing Colorado HealthOP from Connect for Health Colorado, the state's marketplace for individual and small-business coverage. The state said it was concerned about the co-op's financial viability.

Posted Oct. 19.

CSU research expenditures climb to \$317 million

FORT COLLINS — Colorado State University officials announced that research expenditures for scientists at the school topped the \$300 million mark for the eighth year in a row during the 2015 fiscal year. The latest mark, \$317.2 million, was up from \$308 million the previous year. Expenditures from federal funding increased 3 percent to \$219.3 million at a time when such funding is declining overall on a national level. CSU researchers reached or tied records for industry-related revenue, license agreements and patents issued. The school's technology transfer office inked 43 deals with private companies to license CSU technology.

Posted Oct. 23.

Proposed Larimer budget expands eco-devo role

FORT COLLINS — Larimer County officials have written an expanded county role in economic development into the proposed 2016 budget. The county's proposed \$407 million budget includes \$363,592 "to add two positions to do economic-development work," said county budget director Josh Fudge. "That's in addition to the one position in the workforce center we've already had dedicated to that."

Posted Oct. 15.

Realities For Children's Business Members Make it their business to make a difference



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BCH strives to keep health-care local, affordable

Hospital administrators, doctors and health-care providers continue to see rapid changes in the health-care industry. Reporter Beth Potter spoke recently with Boulder Community Health president and chief executive Robert Vissers to get an insider's view about what to expect at the hospital in the near future.

What can you tell me about Boulder Community Health's future strategy?

The amount of change and transformation in our industry is unprecedented. The good news is that it hasn't changed our vision as an organization. Our goal remains the same – to offer the highest quality care for our community. Our desire is to achieve this within the important "triple aim" of health care, which is to offer a better patient experience at a lower cost across the population that we care for.

A unique component of BCH's strategy is our independence and our desire to maintain independent, local governance. This not only reflects the values of our community, but we also believe it remains the best way to ensure the health of our community, and is consistent with our belief that BCH is a community asset. To further achieve our vision, it is critical we continue to move out-

Q&A: Robert Vissers

side the walls of the hospital. Right now, more than half of our business comes from outpatient care, which is a significant shift from the recent past.

Boulder Community Health has partnered with doctors in the region. How does that help strengthen your brand?

We're really a knowledge industry, and that knowledge and skill resides with our physicians and all of our caregivers. Our ability to partner with our physicians and engage with them makes us a much stronger health system. Physicians are the real voice of patients. We're all trying to achieve the same goals. All of the doctors I work with are the same as I am in that we all entered health care to try to make a difference. Physicians do that every day at the bedside, but there is strong desire to make improvements within our health-care organization and our job is to give them that opportunity. For example, one of the things the hospital is initiating next month is a physician leadership development program, where we'll work with our physicians and an outside group to



"Patients are behaving more as consumers, and they rightly want to know what they're paying for. Patients will exercise more choice, which requires us to demonstrate that they're getting that high-value care and quality at a reasonable cost ..."

Robert Vissers, Boulder Community Health president and chief executive

allow them to blossom in those roles.

Can you give me examples of how the Affordable Care Act has affected your hospital?

We're all sharing the financial risk of the health of our population in some way, including patients. Because of high-deductible plans, patients are behaving more as consumers, and they rightly want to know what they're paying for. Patients will exercise more choice, which requires us to demonstrate that they're getting that high-value care and quality at a reasonable cost

that stands up against other providers regionally and nationally. It has forced us to collaborate with other partners in ways that may not have occurred in the past. For example, there's far more information shared with payers (insurance plans), and both sides benefit.

We're partnering more with employers to make sure their employees have access to high-quality care, and remain productive and well.

If we're going to maintain our independence as a health-care system, we have to embrace our future

Please see **BCH**, page 19

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★ **Nov 4**
Gondolier Italian Eatery, 4800 Baseline, Boulder
Snooze An A.M. Eatery, 1617 Pearl, Boulder

★ **Nov 11**
Gondolier Italian Eatery, 4800 Baseline, Boulder
Wednesdays in November ★ Gordon Biersch, Flatiron Crossing, Broomfield

★ **Nov 18**
Gondolier Italian Eatery, 4800 Baseline, Boulder
Dine Out at these restaurants donating a portion of sales to Attention Homes. ★ Avery Brewing Co, 4910 Nautilus Ct., Boulder
★ Tengu, 3053 Brighton, Denver

★ **Nov 25**
Gondolier Italian Eatery, 4800 Baseline, Boulder
★ Proto's Pizza, 489 US-287, Lafayette
★ Proto's Pizza, 8001 Arista, Broomfield

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UNLOCKING POTENTIAL

SELF-STORAGE MARKET BOOMING — FOR NOW

By Christopher Wood
cwood@bizwestmedia.com

Jordan Todd is racing against time—and real estate cycles.

The co-owner of Self-Storage at Centerra in Loveland is riding high since the August opening of the first phase of the project, including almost 500 units, at 5225 E. 37th St., and he's looking to get the next phase out of the ground before competing storage projects are approved.

The fact that his project is fully entitled with the city is a plus, he said, whereas many other self-storage projects remain in development review. That gives him a leg up, as he prepares to launch the second phase of the project next spring, with potential for another 500 units.

"We're trying to take advantage of the fact that nobody else is building right now," he said.

Not that other projects aren't planned. Developers are preparing to unleash thousands of additional self-storage units onto the market along the Front Range in the coming years, taking advantage of a boom in self-storage that has one analyst celebrating Colorado's position in the industry.

Colorado now ranks as the 14th-largest self-storage market in the nation, with 1,272 facilities encompassing 65 million square feet, according to the Self Storage Almanac. Thousands of new units have been proposed at municipal planning departments, from Fort Collins all the way south along the Front Range.

"Colorado absolutely is the best self-storage market in the country," Ben Vestal, president of Aurora-based Argus Self Storage Sales Network, said in a recent speech to the Colorado Self Storage Association. Vestal's speech, titled, "The State of the Colorado Self-Storage Market," included statistics on rental rates, investments and developments in self storage.

In an interview, Vestal hedged only slightly from that claim: "I do believe it's one of the best in the country," he said.

Driving the boom are a number of factors, including:

- Strong population growth, including millennials who tend to use more storage facilities.
- A robust real estate sector, including escalating housing prices, increased home building and high occupancies in apartments.
- A strong retirement market, with retirees downsizing but needing additional storage.

Vestal said millennials tend to rent apartments at a higher rate than the general population. Additionally, a tight apartment market, with escalating rents, means many renters are opting



A spike in Front Range housing and rental costs has led to a boom in self-storage. "Whenever that happens, people look to storage to fill the gap, if they can't afford a bigger apartment or a bigger house," said Ben Vestal, president of Aurora-based Argus Self Storage Sales Network.

National storage market, 2015

Rank	Market	No. of facilities	Area square footage	Existing supply (sq. ft./person)
1	Texas	6,620	338,613,000	12.76
2	California	5,137	262,757,550	6.89
3	Florida	3,578	183,014,700	9.44
4	North Carolina	1,750	89,512,500	9.03
5	Georgia	1,641	83,937,150	8.41
6	Washington	1,583	80,970,450	11.63
7	Michigan	1,509	77,185,350	7.83
8	Ohio	1,494	76,418,100	6.60
9	New York	1,471	75,241,650	3.83
10	Pennsylvania	1,418	72,530,700	5.66
11	Arizona	1,341	68,592,150	10.34
12	Tennessee	1,325	67,773,750	12.76
13	Illinois	1,316	67,313,400	5.21
14	Colorado	1,272	65,062,800	12.43
15	Alabama	1,262	64,551,300	13.21

Source: 2015 Self Storage Almanac/ Ben Vestal, Argus Self Storage Sales Network

for smaller apartments, meaning that they need more storage.

"People that rent their dwelling, whether it's a house or an apartment, are always better candidates for storage," Vestal said.

Retirees and empty-nesters also make good customers, he said. Empty-nesters tend to downsize, requiring storage space, and retirees might also look to store their possessions—or have their kids store them on their behalf.

Add in a spike in the cost of living along the Front Range, including apartment and housing costs.

"Whenever that happens, people look to storage to fill the gap, if they can't afford a bigger apartment or a bigger house," Vestal said.

Vestal added that little if any new product—meaning, new storage facilities—came on the market along

the Front Range during the economic downturn from 2008 to 2012. But the market has rebounded in a big way, with new projects and investment activity highlighting what can only be considered a self-storage boom.

Some projects are traditional mini-storage facilities, while others are catering to a higher-end clientele, such as Executive Storage at Crossroads, a 22-unit complex at 4005 MacArthur Ave. in Loveland. The project provides, heated, high-security storage for RVs, boats, personal car collections, etc., with rents ranging from \$600 to \$1,100 per month.

But the boom has been focused on development and investment in more-traditional storage facilities. The William Warren Group, a privately owned real estate company based in Santa Monica, Calif., in 2014 acquired a port-

folio of six Colorado self-storage facilities for \$33 million, including one in Louisville. The project, operating under William Warren's StorQuest Self Storage brand, includes 522 units at 1200 Lock St.

Earlier that year, William Warren acquired a facility in Lafayette at 530 Stacy Court for \$6.9 million.

Gary Sugarman, chief strategy officer and principal with William Warren, said the company continues to eye acquisitions around the country, as well as new developments, including in the Denver-Boulder area.

"These acquisitions and other developments underscore our interest in the Colorado marketplace, both in Denver and Boulder," Sugarman said. "We're seeing quite a bit of development activity and potential development activity in those markets by competitors as well."

But all real estate is cyclical, and Sugarman keeps an eye on demographic and other trends that might portend a shift in the current robust market.

"Now, we're at this moment where you have to be careful about all of the other projects in planning stages or under way so as not to oversaturate the market," he said.

He noted that projects currently in the pipeline might take another year or two to develop—if they do at all. One project that had been in planning in Fort Collins, Silo Storage on East Vine Drive, would have encompassed 130,000 square feet, with hundreds of units, but a planner for the city of Fort Collins said the project has been withdrawn.

Knowing your market is key, Sugarman said.

"What that means is that if you iden-

Projects Under Construction/Newly Opened/Proposed

Location	Size (sq. ft.)	Units
Boulder	32,000	267
Brighton	70,000	583
Broomfield	80,000	667
Broomfield	80,000	667
Dacono	35,000	292
Fort Collins	36,000	300
Fort Collins	80,000	667
Fort Collins	20,000	167
Fort Collins	80,000	667
Greeley	80,000	667
Johnstown	45,000	375
Longmont	60,000	500
Longmont	35,000	292
Longmont	95,000	792
Longmont	75,000	625
Louisville	12,000	100
Loveland	60,000	500
Loveland	34,000	283
Loveland	45,000	375
Loveland	65,000	542
Mead	50,000	417
Superior	65,000	542
Windsor	60,000	500
Grand total	1,294,000	10,787

Source: 2015 Self Storage Almanac/
Ben Vestal, Argus Self Storage Sales Network

tify a development site today, you have to look forward as to what’s happening a year or to hence when you are opening your doors or beginning the leasing process,” Sugarman advised. “It behooves you to take a very close look at all of the projects within a three- to five-mile radius.”

Sugarman agreed with Vestal that two to three years might be an accurate assessment of how much longer the Front Range boom will last.

“We’re at the point where saturation is worth seriously understanding or looking at,” he said.

For Todd, entering the self-storage market has been a longtime plan. He first launched Fort Collins-based Alpine Moving Co. in 2011, with the express intent of opening a storage facility. But the economy wasn’t ready for additional storage at the time, so he had to wait for the market to rebound.

Todd always intended Self-Storage at Centerra, built with partners David D’Erlanger and self-storage-industry veteran Lee Fredrick, to work synergistically with Alpine Moving.

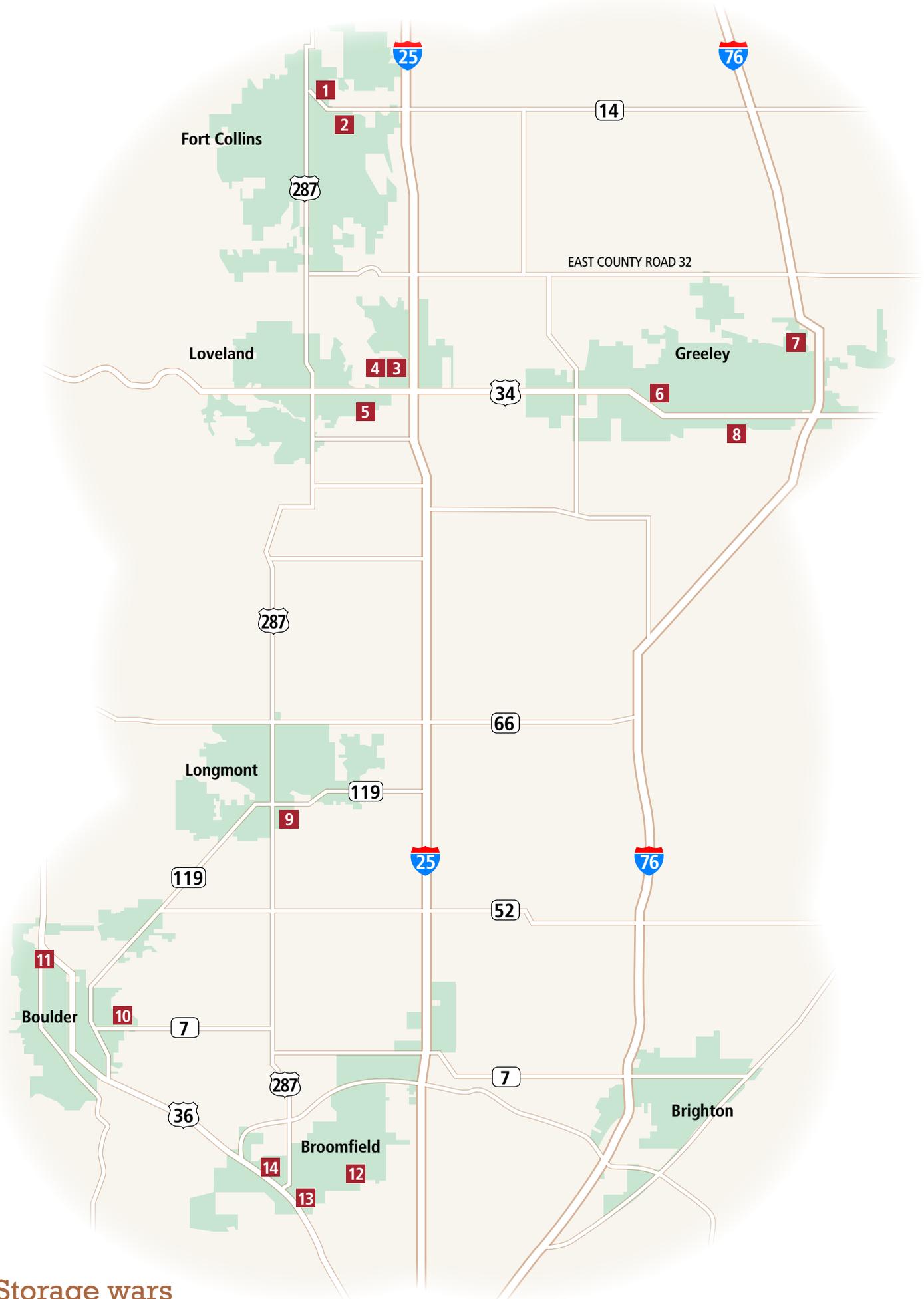
But he remains cautious. Although he’s confident of leasing up the first phase of the project, he’s prepared if the market turns before the second phase is completed.

“We can build at whatever pace we feel is necessary,” he said. “We don’t have to build another four or five hundred units. We can build a couple hundred.”

“Like anything, it’s cyclical,” he said, “and people will overbuild.”

He just doesn’t intend to be one of them.

Christopher Wood can be reached at 303-630-1942, 970-232-3133 or cwood@bizwestmedia.com.



Storage wars

A sampling of projects planned in Northern Colorado.

	Name	Address	Square feet (est.)
1	Lemay Avenue Craft Brewery & Self-Storage Facility	1025 Buckingham St.	104,000
2	Riverside Self-Storage	1640 Riverside Ave.	31,718
3	Self-Storage at Centerra	5225 E. 37th St.	1,000
4	All Access Storage	5210 N. Boyd Lake Ave.	n/a
5	Freedom Storage	West of intersection of E. First St. and Denver Ave.	130,000
5	Stor-it-Wise	11401 21st St.	33,100
6	1130 7th Avenue Self-Storage	1130 Seventh Ave.	16,800
7	Homestead Self-Storage	South of 29th St., W. of 35th Ave.	100,000
8	Guardian Storage	South of Colorado Highway 119, east of Emery Street	92,000
9	n/a	5675 Arapahoe Ave.	n/a
10	NCB LLC	5000 Broadway	35,624
11	Lowell Self Storage and Retail	Southwest corner of Lowell and Midway Blvds.	98,408
12	Wadsworth Self Storage	11650 Wadsworth Blvd.	52,033
13	Interlocken Self Storage	3401 Industrial Lane	73,800

Source: BizWest research

NEWS&NOTES
Eye Center pioneers new surgical technique

Eye Center of Northern Colorado is the first practice in Colorado and one of the first in the nation to use a new procedure that promises to reduce the dependence of reading glasses.

The technology, called the KAMRA corneal inlay surgical procedure, implants a small film ring that is thinner than a contact lens a few layers under the surface of the cornea. The ring, using the pinhole effect, focuses light coming into the eye, sharpening near vision without affecting distance vision.

The 20-minute procedure, done only in the nondominant eye, combats the condition known as presbyopia, which typically occurs in adults age 40 and older, reducing the ability of the eye to focus on near objects such as smartphones, computer screens and books.

The procedure costs \$3,900 at Eye Center of Northern Colorado, and it is not covered by insurance, according to a company spokeswoman.

One80 Physical Therapy to move in November

Physical therapist Rhett Polka has bought a commercial building at 2175 E. 11th St. in Loveland where he will relocate his business, One80 Physical Therapy, sometime in November.

Polka paid Justin and Virginia Moyer of Berthoud \$625,000 in an off-market deal for the 5,395-square-foot building that is on about one acre. The Moyers had purchased the property in July for \$570,900, according to public records.

Constructed in 2008, the building is set up for several small retail spaces. At one time it was occupied by Carniceria El Valle, a grocery store and Mexican-food restaurant that went out of business in 2013, which led to a foreclosure, bank sale and several owners since.

Polka plans to use the entire space for his growing business that currently occupies a 2,700-square-foot building he owns at 497 Denver Ave. in the Denver Avenue Commercial Park in Loveland. One80 Physical Therapy also has a location in Highlands Ranch.

Lightning Hybrids named finalist for award

Loveland-based Lightning Hybrids is one of 11 finalists for the sixth annual Colorado Cleantech Awards.

The company, which makes hydraulic-hybrid systems for trucks and buses, is one of three finalists in the High Impact Cleantech Company category of the awards. The other two finalists in the class are Terralux of Longmont and Ascent Solar of Thornton.

The awards, given by the Colorado Cleantech Industries Association, honor "leadership in advancing cleantech job creation, corporate growth, individual effort and innovation," according to the association's website.

Winners will be announced at the Colorado Cleantech Awards Celebration, to be held from 5 to 8 p.m. Monday, Nov. 2, at the History Colorado Center in Denver.



JOEL BLOCKER/FOR BIZWEST

Some of Madwire's 220 employees work with marketing and design clients at the company's Loveland headquarters.

Madwire: Digital marketing and more

By Paula Aven Gladych
news@bizwestmedia.com

LOVELAND — Madwire Media competes nationally in the digital marketing services arena, and yet it started out as a small Loveland-based business in 2009.

Now the company, which was founded by Joe Kellogg and his son JB Kellogg, has 220 employees, had \$18.9 million in revenue in 2014 and is growing like, well, mad.

Mad stands for marketing and design. The Kelloggs started the company because "they saw a huge need for digital marketing services," said Farra Larimore, public relations director for Madwire. "There was a big up-and-coming trend of advertising through Google and other digital means and they saw a huge opportunity in that industry."

Most competitors were offering software as a service (SaaS) options at the time, but the Kelloggs realized that there was a gap in the industry.

"All these small business owners were working for a means to advertise their business online ... but most business owners don't have the time

"What we realized is that business owners want transparency. They want to be able to see where their marketing dollars are going and what they are being used for and how they are performing."

Farra Larimore, public relations director, Madwire

and expertise to purchase marketing software," Larimore said.

Madwire stepped in and developed what it calls SaSH or service and software hybrid. What that means is that Madwire clients receive marketing software but also the help they need from marketing executives, content writers, designers, Web developers, videographers and photographers that Madwire has on staff. They target small- and medium-sized businesses.

"What we realized is that business owners want transparency. They want to be able to see where their marketing dollars are going and what they are being used for and how they are performing," she said.

They want to see all of this information 24/7, without having to call a marketing executive to go over it with them, she said.

Madwire's Marketing 360 platform allows it to do all of that and contact the marketing firm directly through its software.

Joe Kellogg, co-chief executive of Madwire, was the founder of Traders Network, a futures and commodities brokerage for 20 years. It was there that Joe and JB first began testing out digital marketing through Google and other online services.

When JB graduated from college with a degree in business and marketing, he began doing marketing for his father's company. He began researching cheaper and more targeted methods of advertising online, which brought him to Google AdWords when it first came out. He realized that this model was the future of marketing and pitched

the idea for a digital marketing company to his father, who bought in immediately.

“We were doing a lot of the things we currently do here. We set it up to work on the same model we understood,” said Joe Kellogg. “We were always active in the marketing space, so for us this was the natural next step.”

The Kelloggs used data as the anchor for most of their own decisions. The company’s Marketing 360 platform does most of the heavy lifting. It analyzes key data points of customer marketing campaigns and splits out the key points customers need to see to make improvements to their marketing.

“That is how we are able to grow and drive success for the customer,” he said. “Along with the software application, we have the marketing executive, which is critical in terms of doing analyzing and strategizing with our customer, and it is the marketing executive’s job to push that strategy forward and do most of the heavy lifting.”

Only about 20 percent of Madwire’s customers are local. The rest are all over the United States, United Kingdom and Australia.

“The digital marketing space allows you, no matter what business you are in, (to) be in any part of the country you want to be in,” he said. “If you are successful in the digital space, customers will find you.”

Madwire is one of 26 Google Premier Partners across the country, which means it’s privy to any changes coming up in online marketing before they are released to the general public. The company also is a platform partner, which means it is tapped into the back end of Google.

“We pull data from Google to fuel our Marketing 360 platform,” Joe Kellogg said. “We have a good relationship with Google.”

As part of Marketing 360, a Madwire customer with one marketing budget can dedicate money to advertisements on Google, Bing, Yahoo!, Facebook and Instagram and track how each campaign is doing. The newest version of the platform will launch in November. It will include CRM to manage a company’s customer contacts and sales processes.

“For us it now gives us the ability to understand where that customer first entered the sales funnel. What key words did they click on in terms of their search,” he said. “It can show them true ROI across all marketing channels. We are pretty excited for that.”

The Kelloggs aren’t surprised by their company’s success.

“We have been blessed, certainly, and we have been fortunate, but the digital marketing space is a huge landscape so we believe we are just getting started,” Joe Kellogg said. “We just barely scratched the surface.”



JOEL BLOCKER/FOR BIZWEST

Joe, left, and JB Kellogg founded Madwire in 2009. Its headquarters is at 504 W. Eisenhower Blvd. in Loveland.

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Brighton couple brightens men's attire

By Paula Aven Gladych
news@bizwestmedia.com

The world is getting a little more dapper as cufflinks, tie pins, bow ties and pocket squares make a major comeback, and local and online retailers Ricardo and Tiffany Puentes are riding that wave to success.

What started out as a hobby has turned into a full-time job for the duo.

The owners of Mens Bodega sell men's accessories internationally through their website and locally through their Brighton retail location, 113 E. Bridge St.

Neither had a background in retail. Ricardo worked in finance and Tiffany was in real estate.

They fell into it by chance. Ricardo, who dressed up for work every day, wanted to spruce up his boring dark suits. He searched online and found a pair of cufflinks he really liked. The problem was that they were only sold in bulk out of China. He decided that they were cheap enough that he would buy the lot and sell the rest on eBay, Tiffany said.

"They flew off the shelves. Nobody was selling stuff geared for just men," she said. Nordstrom and other department stores do sell men's accessories, but there was nobody specializing in men's accoutrements online.

"So he started buying more things and selling them online," she said, "and we realized it was making more than I was."

When her real estate company began laying people off, Tiffany voluntarily left to run the business full-time out of the couple's basement. In January, the Puentes decided the shop was taking over their house and they went in search of an office location.

"We opted for this amazing retail space. We didn't have to do anything to build it out. It was perfectly decorated like it was designed for us," she said. "We said, 'OK, let's do the retail route.'"

In July, Ricardo quit his full-time job to run the business.

The couple loves being "part of a small town. It is good for business and amazing to be part of that growth," she said. "Brighton is such an up-and-coming area."

Tiffany is the first to admit that Mens Bodega doesn't get a ton of foot traffic but, behind the scenes, it is setting the men's accessory market on fire. On the day Tiffany spoke to BizWest, the company already had logged more than \$500 in U.S. sales—and it was only 9 a.m.

Mens Bodega is just as likely to ship items to Iraq and Europe as it is to the United States. The Puentes would like to have a bigger presence in Canada, so that's their next move. They also would like to get into the wholesale



JONATHAN CASTNER/FOR BIZWEST

Tiffany and Ricardo Puentes show off some of the accessories available at Mens Bodega in Brighton.



JONATHAN CASTNER/FOR BIZWEST

Mens Bodega is capitalizing on the trend toward more formal attire, including bow ties and pocket squares.

market.

The company sells designer items alongside its own line of cufflinks, tie clips, lapel pins, basic ties and pocket squares. They realized they could come up with designs that were just as functional and attractive for less money than some of the designer options they were selling on their website.

They browsed men's fashion magazines and researched what was hot in major cities across the country. They were in search of what men actually were wearing and what they weren't. They wanted to find the hottest trends and then piggyback onto those trends.

Their best-selling tie clip is a simple brushed silver option, but they also sell sports, movie and comic book-themed

items. Who doesn't want a set of Volde-mort postage-stamp cufflinks or a tie featuring the logo of the Star Wars rebel alliance?

"We want to keep our price point relatively low on our designs because if someone wants a high-end tie clip, they are not going to go to us. They will look at Nordstrom and spend money on a high-end tie clip," Tiffany said. "When they want something in the \$15 to \$20 range, then we will come into play."

She stressed that cufflinks, tie clips and pocket squares aren't just for proms or weddings anymore. Companies that were trending more casual have suddenly reinstated dress codes and today's men want to snazz up their boring outfits just as

much as women do.

Mens Bodega also sells gift items for men, such as bottle openers and fancy pens that are made from items such as baseball bats that were used in real Major League games.

The holidays are a great time for Mens Bodega. The couple usually sells four times their average through November and December. This is the first year they have had a brick-and-mortar location to sell from for the holidays.

"We never expected this to grow the way that it did," Tiffany said. "When we set out to do this, we thought it would be nice to have extra income for vacations. We never expected to quit our jobs and run this as a full-time venture."

They also never expected to get into the design and manufacture of their own products.

Mens Bodega sells through the Amazon Marketplace. The biggest obstacle to that is with international shipping. When you sell through Amazon, they expect customers to receive their orders within five to seven days.

"You are expected to meet that delivery window," she said, which is not easy, especially when shipping overseas.

She added that most people around the world do not expect packages to arrive within a week when they order products from other countries. She and her husband just do their best to make their customers happy and know that good customer service will bring those customers back again and again.

With new development, Brighton is resurging

In September, the U.S. Bureau of Labor Statistics released its first-quarter figures for 2015. Adams County was the second-fastest for job growth in the nation, and Brighton is the Adams County seat.

The bureau tracks job growth each quarter for the country's 342 largest counties and Adams was at a whopping 5.8 percent growth pace – more than double the national 2.1 percent average. In 2013 and 2014, Weld County was number one for job growth in America. Brighton straddles the Weld-Adams county line, so it should come as no surprise that Brighton is in the square center of Colorado's resurgence of job growth and economic activity.

"The positive growth is evident," said Valerie Escatel, chair of the Brighton Economic Development Corp. From Escatel's position as vice president of Valley Bank and Trust, she sees the rewards of the community's resurgence efforts.

"The Brighton EDC has worked hard to encourage business attraction, business expansion and entrepreneurial growth," she said. "Our hard work is paying off with the opening of companies like FMC Technologies in our Energy Corridor and residential construction in most of our subdivisions."

FMC Technologies, a Fortune 500 company and a global provider of technology solutions for the energy industry, opened its Brighton Super-Center in May. The state-of-the-art facility is a 50,000-square-foot sales and service facility, employing nearly 100 people on 20 acres just west of Vestas' Brighton campus. Vestas, the world leader in wind-power technology, has two Brighton factories, employing more than 1,200. Several economists have noted the energy sector is at the heart of Colorado's job resurgence.

While lower oil prices and operating rig counts may dominate headlines, other industries have benefitted from a lower energy cost environment. It is true that incumbent fuels have suffered substantial setbacks since mid-year, but alternative energy, construction and logistics have all been resurging with activity and hiring.

With job growth comes a resur-

gence in residential housing permits. New home construction, average home values and resales in Brighton are all moving ahead at a brisk pace. The number of single family detached housing permits has increased by almost six times since the depth of the Great Recession.

Multi-family development is resurging ahead throughout the metro area, including in Brighton. Solaire, a 252-unit energy-efficient apartment community, was 100 percent leased when it opened 15 months ago. The \$35 million Solaire project has been so successful that on Oct. 20, the City Council approved a development agreement so the development team can build a similar multi-family project at Brighton's Prairie Center. The new energy-efficient apartment community is called The Element at Prairie Center and will offer first-rate amenities in addition to geothermal and solar heating systems. With the approval of construction drawings and building permits just weeks away, The Element will mark the first residential units to be built in the Prairie Center project.

At buildout, the master plan for Prairie Center calls for more than 2,000 residential dwellings to join the already successful regional commercial development and open space in place. National retailers such as

Kohl's, JCPenney, SuperTarget and Dick's Sporting Goods have long been important regional draws to the Prairie Center. The recent opening of a Ross store and the construction of a new 50,000-square-foot liquor store mark the beginning of a new resurgence in retail development at the Prairie Center.

Also in the Prairie Center, Platte Valley Medical Center has taken three important steps in its resurgence as a world-class regional medical and community wellness facility. The first step: announcing a formal partnership with SCL Health this month. Joining the SCL Health family places PVMC in the very best position to provide even more advanced care through the expansion of specialties and services for the regional community. The second step is construction of a second medical office building, slated for completion in early 2016. The third step is a multi-million-dollar upgrade to the existing PVMC facilities on the Brighton campus.

Michael Martinez is executive director of the Brighton Economic Development Corp.



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While lower oil prices and operating rig counts may dominate headlines, other industries have benefitted from a lower energy cost environment.

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Dawson School is proud to be the Boulder region's premier K-12 independent school, offering a unique combination of challenging academics, robust arts and athletics programs, and renowned outdoor and experiential education. Our graduates are young men and women who achieve their individual potential, savor life, and meet the challenges of a dynamic and complex world. They develop skills including collaboration,

See **Dawson** on 16



BOULDER COUNTRY DAY SCHOOL

Our Motto Matters

Respect yourself. Respect others. Take responsibility for your actions. More than just words, Boulder Country Day's motto is the cornerstone of our community. Our motto informs everything we do, underpinning our educational philosophy, providing the backbone for our curriculum, and nurturing school-wide relationships that inspire excellence in teaching and learning.

Our educational philosophy strikes a balance between the time-tested traditions of a liberal arts curriculum and contemporary, best practice approach. We expand on the traditional Three Rs (reading, writing, and arithmetic) that define curricula at many schools to include the Four Rs, which guide us in our work: Respect, Rigor, Relationships, and Responsibility.

Respect Yourself. Respect Others. The first two phrases

See **Boulder** on 16

Dawson from 15

creativity, critical-thinking, and communication, and they are built on our foundational values: Respect, Compassion, Courage, and Integrity.

We take great pride in the fact that people meeting our seniors for the first time are invariably “wowed.” Our program builds from the early years, where kindergarteners learn coding and all lower school students have 10-plus hours of specials a week...through middle school, where preparing academically for upper school meets emphasis on kindness, integrity, and mutual respect... and on to upper school, with its college-preparatory academics, 13 team sports, 25 campus clubs, travel abroad opportunities, and much more. We take advantage of our 107-acre campus, including using our two learning gardens and orchard.

An involved parent community that shares their school’s values is key to a school’s success. Dawson, for instance, is comprised of faculty, students, and families who all share a passion for education and making the most of this formative time in students’ lives. Our parents are closely connected to their student’s experience, whether helping guide a first grade book club group or hosting an after-prom party.



A hallmark of the independent school experience is certainly small class size and the benefits that brings. Students feel understood, and are able to develop meaningful, fulfilling relationships with their teachers. At Dawson, classes are intimate and discussions are lively. Students are afforded more opportunities to lead and participate. And most any Dawson alum will tell you that the connections they made with our faculty have had perhaps the biggest impact of all on their lives.

But nothing tells the independent school story than a glimpse of the experience.

On any given day, you might find these snapshots from the Dawson community:

- Middle School’s Helping Hands Club holding an eco-friendly “blue” car wash as part of their focus on com-

See **Dawson** on 17

**Boulder** from 15

in BCDs motto compel us to nurture a safe and welcoming environment in which we develop our students’ character and inspire them to become responsible, globally aware citizens. In a sense, respect is the key ingredient to all schooling. Students who feel known and valued like school. And students who like school develop a sense of confidence, competence, and self-advocacy that will propel them towards academic success. These phrases also remind us that, by nature, our community of learners learns differently, and, taken together, these differences make us more effective students, more productive problem solvers, and more inventive creators. We respect different thinking, and research tells us that groups with different kinds of thinkers think better.

Rigor refers to our belief that a strong fundamental academic program is the key to our students’ future successes. We pay special attention to literacy, mathematics, social studies, science, and world languages at every grade level knowing that the skills we develop in these subject areas will prove to be particularly important as our children graduate into an ever shrinking and more complex world. But, we also choose to define academics broadly, including a variety of visual and performing arts courses, technology instruction, and PE/Health classes as key components of a BCD education. At a time when many schools are choosing to cut back on extra-curricular activities, we are investing more of our resources in these areas knowing that expertise in an instrument, art studio, or on an athletic field is often as rigorous as that in a language arts class.

For years we’ve known that relationships between teach-

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Dawson from 16

munity service and philanthropy;

- 2nd graders taking on upper school Economics in the Stock Market Challenge;
- A 10th grader preparing for her trip to Africa where she will administer a healing-through-the-arts program she proposed to a Ugandan hospital;
- The 1st grade in gloves and goggles, pairing up to learn some biology by observing a sheep's brain and dissecting cow eyeballs;
- The upper school biology teacher heading out to coach her cyclocross team;
- The upper school soccer varsity captain discovering another passion by acting in a school play;
- The 8th grade peer leaders attending the STAMP (Students Taking Action and Making Progress) conference to bring back ideas they learn about diversity and inclusion to the Dawson community;
- The entire K-12 community in teams, having a massive tug-of-war contest for Spirit Week;
- A Dawson junior meeting with one of the 100+ college and university reps who seek them out by visiting our campus each year;
- A 7th grader in waders, chemically testing the waters of Boulder Creek for GLOBE's worldwide science and education program;
- The upper school physics teacher driving a point home while dressed up as Sir Isaac Newton;
- A new graduate, giving that favorite teacher a giant thank you hug.

Dawson is proud to be a strong and forward-thinking independent school serving the greater Boulder region successfully for 46 years. If you share our passion for education and for helping every student prepare for their future, we hope you will visit us soon.

GEORGE P. MOORE, HEAD OF SCHOOL, DAWSON SCHOOL

George P. Moore became 12th Head of School at Dawson School in July 2012. Moore joined Dawson in 2007 as its Upper School Director, overseeing all 9-12 programs. He previously spent 12 years at the Bullis School in Maryland in roles including Upper School faculty, mathematics chair, academic dean, and varsity soccer coach. Moore earned his undergraduate degree in economics from Pomona College in 1990 and his master's in education from Harvard in 1995.

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ers and students trump curriculum as a determinant of learning outcomes and development, particularly in younger children. BCD nurtures these relationships through small class sizes (with specific limits set by our Board of Trustees), which allow our teachers and students to form learning partnerships that result in better educational outcomes across all grade levels. Smaller class sizes are proven to increase student engagement, and they allow teachers to spend more time with individual students, which help students track their own progress and develop their skills, reinforcing the principle that effort yields success. Teacher/parent relations are also deeper when class sizes are smaller. These partnerships help cultivate a welcoming and secure learning environment that is built on trust and provides the appropriate amount of nurture, structure, and latitude our children need to succeed.

Take responsibility for your actions is the final phrase in our motto and it stresses the importance of developing our students' character. We do so with intention as part of our Responsive Classroom curriculum. Morning meetings in preschool and elementary school help us reset our common expectations on a daily basis, and we task our students with creating the rules we live by. In middle school, our International Baccalaureate Middle Years Programme provides the framework of our advisory curriculum as we focus on traits highlighted in the IB Learner Profile. We teach our students to be principled, reflective, caring, and open-minded, and we guide them to become expert inquirers, risk takers, and communicators.

At BCD we believe everything we do is curriculum, and our motto sets the tone for our studies. Our goal is to help every child find their passion for learning – in our terms we want every child to Discover Your Excellence. Our motto helps us do that by influencing the way we read and write, the way we speak, the way we play, and the way interact with our community members. We learn from it daily, and it has and continues to help us build the strong, vibrant, and diverse community that we call Boulder Country Day.

JOHN SUITOR, HEAD OF SCHOOL, BOULDER COUNTRY DAY SCHOOL

John Sutor began his school career at Foxcroft School, a girl's boarding and day school in Virginia. During his 16 year tenure, he held a variety of different positions, including teacher and academic dean. Later, John served as head of school at Long Trail School in Vermont helping them become Vermont's first IB school. He has served on various educational boards in Virginia, Vermont, New England, and Colorado and lives in Boulder with his wife and three daughters.



B.A.C.I.S. Boulder Area Consortium of Independent Schools

Bixby School

www.bixbyschool.org
4760 Table Mesa Drive
Boulder, CO 80305
303-494-7508
office@bixbyschool.org
Preschool-5

Bolder Pathway School

www.bolderschool.com
320 East First Ave. Suite 101
Broomfield, CO 80020
720-420-9266
info@bolderschool.com
Grades K-12

Boulder Country Day School

www.bouldercountryday.org
4820 Nautilus Ct. N.
Boulder, CO 80301
303-527-4931
info@bouldercountryday.org
Preschool, K-8

Broomfield Academy

www.broomfieldacademy.com
7203 W. 120th Ave
Broomfield, CO 80020
303-469-6449
principal@broomfieldacademy.com
Academic Preschool-8

Dawson School

www.dawsonschool.org
10455 Dawson Dr.
Lafayette, CO 80026
303-665-6679
admissions@dawsonschool.org
Grades K-12
303.665.6679
admissions@dawsonschool.org

Friends' School

www.friendschoolboulder.org
5465 Pennsylvania Ave.
Boulder, CO 80303
303-499-1999
info@friendschoolboulder.org
Preschool-6th grade

Hillside School

www.hillsidelearning.org
6717 S. Boulder Road
Boulder, CO 80303
303-494-1468
kathy@hillsidelearning.org
Grades 1-9

Jarrow Montessori School

www.jarrow.org
3900 Orange Court
Boulder, CO 80304
303-443-0511
gavin.green@jarrow.org
Toddler-6th grade

The Joshua School

www.joshuaschool.org
Boulder Campus:
7077 Harvest Road
Boulder, CO 80301
303-974-7732
bouldercampus@joshuaschool.org
Kindergarten - Age 21

Mackintosh Academy

www.mackintoshacademy.com
6717 South Boulder Road
Boulder, CO 80303
303-501-5165
sam.gaudet@mackintoshacademy.com
Kindergarten - 8th grade

Mountain Peak School

www.MountainPeakSchool.com
1833 Sunset Place
Longmont, CO 80501
720-494-1622
Mountainpeak@comcast.net
Preschool through 6th grade

Mountain Shadows Montessori School

www.mountainshadows.org
4154 63rd Street
Boulder, CO 80301
303-530-5353
hello@mountainshadows.org
Ages 12 months through 6th grade

Running River School

www.runningriver.org
1370 Forest Park Circle
Lafayette, CO 80026
303-499-2059
nancy@runningriver.org
Grades K-8

September High School

www.septemberschool.org
1902 Walnut St.
Boulder, CO 80302
303-443-9933
info@septemberschool.org
Grades 9-12

Shepherd Valley Waldorf School

www.shepherdvalley.org
6500 W. Dry Creek Parkway
Niwot, CO 80503
303-652-0130
enrollment@shepherdvalley.org
Preschool-8

Shining Mountain Waldorf School

www.smwaldorf.org
999 Violet Ave.
Boulder, CO 80304
303-951-8579
MaryF@smwaldorf.org
Preschool-12

Tara Performing Arts High School

www.tarahighschool.org
4180 19th Street
Boulder, CO 80304
303-440-4510
admissions@tarahighschool.org
Grades 9-12

Temple Grandin School

www.templegrandinschool.org
6446 Jay Road
Boulder, CO 80301
303-554-7363
Admissions:
admissions@templegrandinschool.org
Head of School:
wilger.jen@templegrandinschool.org
Grades 6-12

Watershed School

www.watershedschool.org
1661 Alpine Ave.
Boulder, CO 80304
303-440-7520
admissions@watershedschool.org
Middle and High School

Ziji Early Elementary School

www.zijiearlyelementary.org
6390 Jay Road
Boulder, CO 80301
303-530-0844
info@zijiearlyelementary.org
Grades: K-2

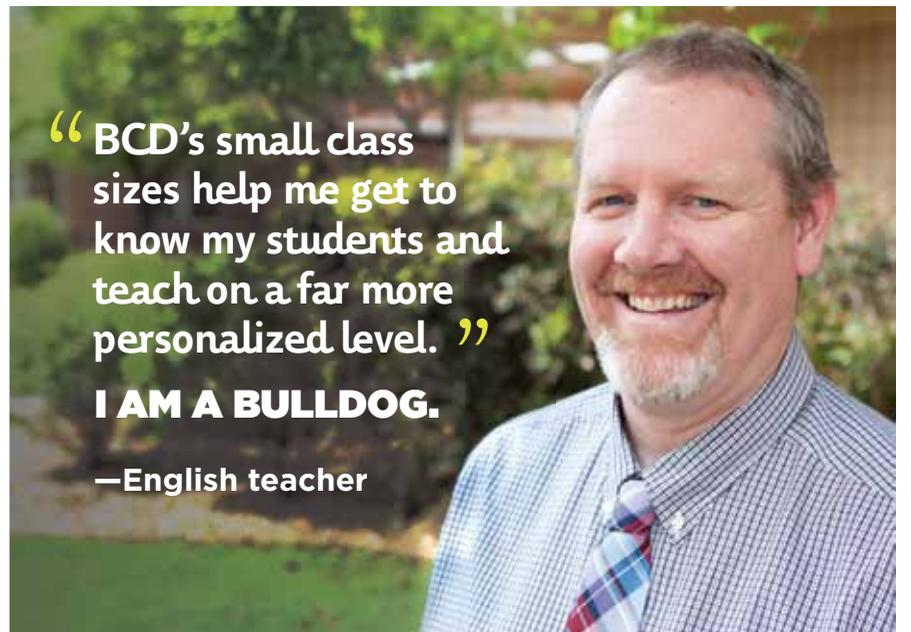
Source: Boulder Area Consortium of Independent Schools - www.bacis.org



Challenging academics. Robust athletics and arts programs. Individual attention from our best-in-class faculty. Our graduates achieve their potential, savor life, and meet the challenges of the world. What will your child's story be?



dawsonschool.org



“BCD’s small class sizes help me get to know my students and teach on a far more personalized level.”

I AM A BULLDOG.

—English teacher

DISCOVER your EXCELLENCE

Nobody knows the meaning of excellence quite like a BCD Bulldog. With small class sizes that span from preschool (begins at age 3) to eighth grade, plus an authorized International Baccalaureate middle school, every day offers a chance to innovate, create, grow and thrive.



BOULDER COUNTRY DAY SCHOOL

303-527-4931
info@bouldercountryday.org
bouldercountryday.org

BCH, from 6

interdependence on other providers in our community. For example, if we are now responsible for the first 60 days after a patient procedure because of the changes to insurance models, we had better have a good relationship with the skilled nursing facility they transition to. I think these are changes for the better.

How does your background help you navigate the rapidly changing health-care industry?

I have practiced as an emergency physician for almost 25 years in three different states and several different health-care systems. During that time I was fortunate to have a number of leadership roles; from a professor of emergency medicine, to a chief medical officer of a trauma center to the CEO of a large independent physician group. In all of these different roles that I played, the driving force was the opportunity to make a difference and see how we could do things better. That has given me insight into how closely the goals of doctors and nurses, hospitals and health-care administrators are aligned. When we talk about how to do what's best for the patient, it's a very easy conversation.

Tell me how changes in the health-care industry are likely to affect Boulder Community Health's profit margin?

We're a nonprofit hospital, so it's not a profit margin, it's an operating margin. But we still need that margin to reinvest in bringing care and health to our community. Those margins have always been tight, and I think they're going to stay that way. That's nothing new.

Our biggest challenge is navigating the current transition from volume to value. While a lot of our revenue remains volume driven – the more we do, the more revenue we generate – there's a great deal of pressure to rapidly transition to a value-based system. In this model, reimbursement is also dependent on the quality and safety of the care, and eventually the health you bring to your community. Organizations that succeed in maintaining an operating margin will need to successfully navigate that transition, providing that demonstrable high-quality care, in an efficient and affordable manner.

What else can you tell me about your industry?

What really intrigues and excites me is how these changes are pushing us toward being greater partners with the community. The push toward the care that takes place outside the hospital walls and the creation of health in our community ... it's a really exciting time in health care. We're fortunate that we're in a community that's very engaged and very interested in its health.



The exterior of the new Anderson Medical Center at Boulder Community Hospital. "We're fortunate that we're in a community that's very engaged and very interested in its health," Boulder Community Health president and chief executive Robert Vissers said.

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Colorado crucial to aerospace industry's reach for the stars

By Jeff Thomas
news@bizwestmedia.com

BOULDER—The Air Force presence may be responsible for bringing much of the aerospace industry to Colorado, but not the most important piece when it comes to private-sector employment.

“It was really more of a fluke,” said Ball Aerospace and Technologies Corp. spokeswoman Roz Brown. “Our company was founded a year before NASA” when Ed Ball came to the Boulder area looking for a new glass technology to augment the company’s canning jars.

The glass-technology acquisition didn’t work out for Ball, but it did lead to an association with scientists and engineers working for the University of Colorado’s Upper Air Laboratory, who were becoming successful enough producing instruments and other devices for studying the sun and the ionosphere that the university encouraged them to make a decision between working in the public or private sector—something that probably would not occur today.

Ball Aerospace will celebrate its 60th anniversary next spring with approximately 2,700 local employees – 15,000 worldwide – and a host of accomplishments in satellite and instrumentation production that have included the Kepler planet-hunting telescope, the close-up cameras that took the pictures of Pluto for the New Horizon mission this summer, and most famously the mirrors for follow-on telescope for Hubble.

Broomfield-based Ball Corp. (NYSE: BLL), the original company, still does food packaging but also contributes to the aerospace industry in a smaller fashion, and employs 1,865 people in Colorado and 14,500 worldwide.

Ball itself is a primary reason that Colorado ranks No. 2 in the nation, behind Florida, for private-sector aerospace employment, according to the Colorado Office of Economic Development. Figures vary according to sources, but the Metro Denver Economic Development Corp. estimated in January that Colorado had about 163,000 total aerospace workers in 2014, with 25,110 direct private-sector employees and an additional 109,680 in space-related work, as well as about 28,000 military personnel.

The state’s primary military commands include the Air Force Space Command, the Army Space Command, North American Aerospace Defense Command in Cheyenne Mountain and USNORTH-COMM, as well as the Air Force Academy and Buckley Air Force Base.

But the density of aerospace contractors based in Colorado, including Ball,



Technicians work on the mirrors of the James Webb Space Telescope. Broomfield-based Ball Corp’s aerospace division is partnered with Northrop Grumman, which has a presence in Boulder, to build the successor to the Hubble Space Telescope, set for launch in 2018.

WIKIPEDIA

Boeing, ITT Exelis, Lockheed Martin, Northrop Grumman, Raytheon, Sierra Nevada Corp. and United Launch Alliance, also are providing a critical mass for the industry. Many of these are based in Northern Colorado, including Sierra Nevada Corp.’s Dream Chaser space transportation system, which is based in Louisville.

An educated workforce is an important element for Northrop Grumman’s Boulder presence, said operations manager Harvey Burkett, since software support for programs such as infrared early warning systems is the name of the game here. Surprisingly, the 300 Northrop employees here often share both space and work with one of Northrop’s main competitors, Lockheed Martin.

“We’re competitors or teammates, depending on the program,” Burkett said. “We both live in fear of Google,” which has promised to hire about 1,000 software engineers in its new Boulder campus.

Many other of the estimated 400 aerospace firms located here have become firmly cemented in Colorado, such as Longmont’s ABSL Space Products, the leading provider of lithium-ion batteries for space flights. The company, then held by a British firm, first established a one-man sales office here in 2005 as a means to get into the U.S. market, but gradually centered all of its space battery design, manufacturing, testing, program management and sales efforts for the Americas in Longmont.

ABSL, with about 50 local employees, has provided batteries for more than 120 space missions and recently was

purchased by the American firm EnerSys, a leading provider of stored energy solutions for industrial applications. However, there seems little chance of it moving from Colorado, since company information noted that Colorado was chosen over sites in Los Angeles and Washington, D.C., because of the density of existing and potential clients located here.

Most company officials contacted pointed to that density – along with an educated employee base, support by state institutions and access to great university programs – as a strong reason to stay in Colorado. Certainly CU’s space programs and engineering resources compete with the best universities in the nation, but often overlooked are training programs for technicians, such as those being provided by Metro State University.

ABSL is not alone in this market. Solid Power, a spinoff company from CU research, has established a 7,000 square-foot facility in Louisville’s Colorado Technology Center. While solid-state batteries, which have no volatile or flammable liquid components, are largely being vetted for aerospace uses today, they could become strong competition by providing energy-dense solutions.

Certainly Colorado has its share of emerging technologies, but corporate officials also pointed to the strong base of local subcontractors, such as software and hardware engineering firms, as well as precision machine shops, as state strengths. Ball Aerospace even has a Small Business Office to facilitate subcontractors working with its program,

which maintains a “Highly Successful” overall rating by the Defense Contract Management Agency.

Not all businesses are spinoffs from large government contracts and space missions. Some businesses, such as Ball, are created by people who just happen to be in Colorado when they decide to create a new business niche.

That’s certainly the case with Paravion Technology Inc. and its sister company, Century Helicopters Inc., which are based in Fort Collins and Loveland, said general manager Michael Hansen. In 1970, his father, Larry Hansen, started a helicopter-based aerial spraying business, but quickly saw the need for a helicopter maintenance shop.

“Century supports helicopter maintenance and modifications for about 15 states from North Dakota to Arizona,” Hansen said. Century clients include civilian operations, but also a number of fleets from police agencies and hospitals, with about 15 full-time employees.

Paravion, which employs about 21 people, grew from some of the direct needs of those clients, largely creating products that support the installation of surveillance equipment, from cameras for natural resource and wildfire monitoring, ground-surveillance radar and video cameras.

“The nature of our business is a lot of civilian work, which is governed by the FAA,” Hansen said. But the staff of Paravion and Century serve as support for either business when the need arises.

“Most of our staff can help out in either business when we have a real need,” he said.



Aerospace Companies

Ranked by number of employees

Rank	Company	No. of local employees No. of employees worldwide	Products/Services	Phone Website	Person in charge Title Year founded
1	Ball Aerospace & Technologies Corp. 1600 Commerce St. Boulder, CO 80301-2734	2,700 15,000	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-6100 www.ballaerospace.com	John Hayes CEO, president 1956
2	Woodward Inc. 1000 E. Drake Road Fort Collins, CO 80525-1824	1,475 7,100	Components and systems that enable energy control, efficient operations and lower emissions in large industrial engines.	970-482-5811 www.woodward.com	Thomas Gendron CEO/chairman 1870
3	DigitalGlobe 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503	500* 1,095	Provides high-resolution satellite imagery.	303-684-4000 www.digitalglobe.com	Jeffrey Tarr CEO/president 1992
4	Northrop Grumman Electronic Systems Inc. 6120 Longbow Drive Boulder, CO 80301	300 75,000	Satellite ground stations supporting missile warning and missile defense.	720-622-6008 www.ngc.com	Ron Alford director, sensor exploitation and ground systems 1939
5	Sierra Nevada Corp.'s Space Systems 1722 Boxelder St. Louisville, CO 80027	280 N/A	Provider of space products, including: spacecraft systems, propulsion systems, space technologies and space exploration systems.	303-530-1925 www.sncspace.com	1963
6	Advanced Thin Films LLC 5733 Central Ave. Boulder, CO 80301	80 80	Precision optical components and ion beam sputtered coatings for applications in scientific research, defense, aerospace, telecommunications, laser and semiconductor manufacturing.	303-815-1545 www.atf-ppc.com	Robert Beeson general manager 1992
7	Custom Microwave Inc. 24 Boston Court Longmont, CO 80501	77 77	Precision design, manufacture, and test of high performance feeds for reflector antennas used on satellites. Precision fabrication of microwave components.	303-651-0707 ext. 19 www.custommicrowave.com	Clency Lee-Yow president 1965
8	ABSL Space Products Inc. 1751 S. Fordham St. Suite 100 Longmont, CO 80503	50 8,500	Supplier of lithium-ion batteries for spacecraft and launch vehicles.	303-848-8081 www.abslspaceproducts.com	Kevin Schrantz director, space 2005
9	Precision Machined Products LLC. 1017 Smithfield Drive Fort Collins, CO 80524	38 49	Close-tolerance machined parts for aerospace, satellite, space, and defense.	970-482-7676 www.pmpmach.com	Andy Newcomb president 1977
10	St. Vrain Manufacturing, Inc. 819 S. Lincoln St. Longmont, CO 80501	28 28	Precision machining for aerospace, medical and high-tech industries. 3, 4 and 5-Axis CNC Milling, CNC turning, wire EDM. Quality system based on AS-9100 Zeiss/B&S CMMs ITAR Registered.	303-702-1529 www.stvrainmfg.com	Bob Bergstrom president 1995
11	Composite Technology Development Inc. 2600 Campus Drive, Suite D Lafayette, CO 80026-3359	26 26	Composite products for energy, aerospace and defense including electrical and thermal insulation, composite tanks, solar arrays and satellite components. Testing, engineering and design services.	303-664-0394 www.ctd-materials.com	Naseem Munshi president 1988
12	Ensign Power Systems Inc. 2175 Citrine Court Loveland, CO 80537	24 24	Designer and manufacturer of electronic power supplies.	970-203-9255 www.ensignpower.com	R. Choate vice-President 1995
13	Frontier Metal Stamping, Inc. 3764 Puritan Way Frederick, CO 80516	23 23	Metal stamping, fabricating, blanking, bending, forming custom parts.	303-458-5129 www.frontiermetal.com	Steven O'Donnell president 1984
14	Paravion Technology Inc. 2001 Airway Ave. Fort Collins, CO 80524	22 N/A	Designs and manufactures aircraft accessories for the general aviation marketplace.	970-224-3898 www.paravion.com	1985
15	Phase IV Engineering Inc. 2820 Wilderness Place, Unit C Boulder, CO 80301	20 20	Develop, make, and sell wireless sensors: battery-free wireless RFID sensors, long-range battery-powered sensors, and wireless data loggers. Offer off-the shelf products and custom wireless sensors.	303-443-6611 www.phaseivengr.com	Scott Dagleish CEO/president 1992
16	Blue Canyon Technologies 2425 55th St, Suite #200, Bldg. A Boulder, CO 80301	20 N/A	Small spacecraft buses, systems, and components.	720-458-0703 N/A	George Stafford CEO and president 2008
17	Sporian Microsystems, Inc. 515 Courtney Way, Suite B Lafayette, CO 80026	20 N/A	Provides novel sensors, microelectromechanical systems (MEMS) design and packaging services.	303-516-9075 www.sporian.com	Michael Usrey; Mike Usrey vice president 2000
18	Left Hand Design Corp. 2021 Miller Drive Longmont, CO 80501	14 14	Precision positioning components: fine-steering mirrors, fast-steering mirrors, active isolation systems, motion simulators, linear electro-magnetic actuators, pointing systems.	303-652-2786 www.lefthand.com	Lawrence Germann president 1993
19	Stratom Inc. 5375 Western Ave., Suite A Boulder, CO 80301	13 N/A	Strategic solutions, advanced technologies and services to government, commercial and global clients. Specializing in C-IED, robotics, unmanned vehicles, sensor integration and engineering.	720-565-9609 www.stratom.com	Mark Gordon president/CEO 2001
20	PlanetIQ 2425 55th St., Suite A-150 Boulder, CO 80301	12 18	Commercial satellite constellations focused on weather, climate and space weather.	571-364-7238 www.planetiq.com	2012
21	EMC Integrity Inc. 1736 Vista View Drive Longmont, CO 80504	12 12	Certified full-compliance electro magnetic emissions and immunity testing. MIL-STD 461 testing.	303-776-7249 www.emcintegrity.com	Vince Greb CEO/president 1994
22	Boulder Innovation Group Inc. 4824 Sterling Drive Boulder, CO 80301	11 11	Manufacture real-time, free-hand, 3-D digitizer of points in 3-D space for medical and industrial applications; involved in manufacturing of camera systems, scanners, trackers, fiber-optic systems.	303-447-0248 www.boulderinnovators.com	Ivan Faul president 2001
23	Redstone Aerospace Corp. 105 S. Sunset St., Suite T Longmont, CO 80501	10 10	Cryogenic subsystems and components and opto-mechanical subsystems and components for science and defense markets.	303-684-8125 www.redstoneaerospace.com	Robert Levenduski president 1998
24	Avior Control Technologies, Inc. 2000 Pike Road Longmont, CO 80501	10 10	A full-service custom high-performance motor and motion control house, specifically servicing space, high vacuum and high reliability industries.	720-491-3708 www.AviorControls.com	Scott Starin vice president 2010
25	Applied Design Corp. 5311 Western Ave., Suite 131 Boulder, CO 80301	10 10	Engineering, specialty FEA & CFD analysis, contract R&D, product development, technology management solutions and professional technical staffing.	303-444-3125 www.applieddesigncorp.com	Michael Messaros president/CEO 2001

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties and the city of Brighton
1 BizWest estimate

Researched by Chad Collins

BW STARTUPS

Ron Tupa, who represented parts of Boulder County for 14 years in the state Legislature, keeps track of actions in the state Capitol from his Gunbarrel home for use on his DigitDemos website.

JONATHAN CASTNER/
FOR BIZWEST



Ex-lawmaker hopes website returns power to the people

By Dallas Heltzell

dheltzell@bizwestmedia.com

BOULDER — Were you asked your opinion on any of the 682 bills introduced in the Colorado Legislature this year? Do you know how often your state lawmakers voted the way you would have wanted them to?

Didn't think so.

Ron Tupa wants to change that.

"I follow the news every day, and I don't even know how my representatives are voting," Tupa said. "When someone like me can't find it, we have a problem."

After spending six years in the state House of Representatives and eight in the state Senate, Tupa came to realize what he called "a flaw of representative government — legislators are often voting against the wishes of their constituencies. The seed was planted in my head that legislators need a tool for constant feedback."

Thus was born DigitDemos.com — "digit" for either digital or digits as in fingers, and "demos" ancient Greek for "people."

"It sprang from my frustration that the public is too seldom heard on some very important issues, and the Legislature is voting without feedback from the public," Tupa said.

With coding by Idyllic Software, an India-based company with an office in Boulder, and bootstrapped by Tupa's own money, DigitDemos was soft-launched in 2014.

The idea: Give voters a chance to weigh in on legislation — in some cases, before their own legislator does

"It sprang from my frustration that the public is too seldom heard on some very important issues, and the Legislature is voting without feedback from the public."

Ron Tupa, DigitDemos.com founder

— and then compare their vote to that of their legislator.

When users sign up, "we have to verify that they live somewhere in Colorado so we can match them with their legislators," Tupa said. "They don't have to be registered to vote; just a Colorado resident over 18.

"We can actually disaggregate between voters and nonvoters — and by gender, district or party. The results we get can be very specific for a legislator. If we get 300 in a House district voting, say, for the bill prohibiting photo radar, that's important to know — but if 200 aren't registered, that might make a difference. That's up to each legislator, but I would care — because you represent them whether they're registered or not."

After a "dry run" for the 2015 legislative session, DigitDemos is poised to go full tilt in 2016.

"For next session, we will have about 500 users throughout state, double what we had at the beginning of the session last year," Tupa said.

"We're hoping for 1,000 before the end of the session — which for legislative bills is not insignificant. That would be a significant achievement, if we could do that."

Part of his work will be getting the word out about DigitDemos through social media, Web-based advertising, word of mouth and interest-group functions. "We didn't do emails to all legislators this year because we wanted to make sure it's being used," he said, "but we will do it for next session."

The basic service is free to anyone. "Think LinkedIn or Pandora," Tupa said. "If you want to buy a higher level of service, you can."

DigitDemos has three levels of subscription, Tupa said. "The 'Citizen' level is free. You get to vote on 25 bills. It's not a small number, but it's enough that people can choose different categories. The next level is 'Agora,' and you get to vote on 50 bills — for \$25 for the year. Then there's 'Assembly,' and you get to vote on 100 bills for \$50."

The cynic would charge that what voters want doesn't matter because big money rules. Tupa disagrees.

"Fourteen years in office tells me at least on state legislation, money has very little to do with how bills get passed," he said. "In the absence of any citizen input, yes, money rules. But when the citizenry is engaged — that's all they have to do is speak up — it completely negates any money."

"What DigitDemos tries to do is get more citizen input, just by weighing in. It would work — it should work — if people use it."

STARTINGLINE

CU spinoff lands \$1.5M cancer grant

BOULDER — Boulder biotechnology startup SuviCa Inc., a University of Colorado Boulder spinoff, was awarded a \$1.5 million Phase 2 Small Business Innovation Research grant to develop treatments for head and neck cancer.

The award comes from the National Cancer Institute and is aimed at helping SuviCa continue developing SVC112, which has been shown to enhance the anti-tumor effects of radiation in animal models of human head and neck cancer.

Entrepreneurial challenge applications accepted

GREELEY — Applications are being accepted for the seventh annual Monfort College of Business Entrepreneurial Challenge at the University of Northern Colorado. Entrepreneurs in Colorado have a chance to win part of \$50,000 in prize money.

Applications are available at mcb-echallenge.com and will be accepted until Tuesday, Dec. 1.

The first-place winner will receive \$25,000, second-place prize is \$15,000 and the third-place prize is \$10,000. In addition, winners will receive business incubator services from UNC BizHub, the business incubator at the University of Northern Colorado in Greeley.

Louisville startup back in fundraising mode

LOUISVILLE — TermScout, maker of a sales intelligence software platform, is raising money again as the company aims to expand its sales force and further scale its technology.

The downtown Louisville-based startup has so far raised \$180,000 in a new funding round that could grow as large as \$1.7 million, according to a recent regulatory filing. The new funding comes in the wake of a \$635,000 seed round raised last year.

Launched a year and a half ago, TermScout's platform tracks what the company calls "actionable, timely and accurate buying signals" of businesses — things like relocations, funding events, executive changes and lease expiration dates — and feeds that information to its clients along with enhanced buyer contact information.

Silvernest launches boomers' roommate-matching service

BOULDER — Local startup Silvernest LLC announced the launch of an online platform aimed at matching baby-boomer and empty-nester homeowners with roommates to help America's aging population stay in their homes longer than they might otherwise be able to do.

The idea behind Boulder-based Silvernest is that many homeowners would like to stay put as they age, but the reality is that several factors aside from just health — such as divorce, death of a spouse or lack of retirement savings — can force them to move.

Silvernest provides a streamlined way for such homeowners to find suitable roommates who can rent rooms in their homes and help ease some of their financial burden. The service is aimed strictly at those who will be living in the property in which they're renting out a room and is not open to landlords listing rental property.

It's not all about the money

At one of the many meetings, Meetups, forums, conferences and briefings that I attended last month, I met an entrepreneur and we ended up talking about the new current rage in fantasy football betting. When the conversation reached a point where the legality of this activity was raised, the entrepreneur expressed interest in jumping into this new market. When I asked about the risk if the activity was determined to be illegal, it was shrugged off with the comment, "If I can get in and out of the market with millions of dollars, who cares?"

All too often throughout my career and life as an entrepreneur, I have met individuals whose only goal was to make lots of money – and, if the goal of making money might cause one to “color outside the lines” of current laws and regulations, then the goal of making money trumped all other goals, laws and regulations. These individuals placed their own goals ahead of those they worked with, the community they lived in and the social norms reflected in the laws and regulations passed by our different levels of government.

It has been my experience that people who focus only on the money have a “grass is always greener” challenge. When a business opportunity first presents itself, it shines in the glory of all the potential that it represents. As work commences to convert the opportunity into a business and produce real products and services, the luster of the opportunity is diminished or lost altogether. The going gets tough and someone has to do the heavy lifting to achieve success. The individuals focused on just the money have a tendency to jump to another opportunity – one that now shines outside the microscope of reality – and leave everyone else in the deal to do all the work. Not the kind of person that I want to invest in or work with.

Setting aside the moral and ethical issues of placing this level of importance on money, the question is raised whether someone who is all about the money can be trusted. If you enter into a business relationship, sign a contract or work with or for a person whose rules of life are focused just on money – can you trust them? Trust and credibility have proven to me to be of more importance than the monetary



ENTREPRENEURS
KARL DAKIN

outcome of a particular deal. Deals sometimes fail to deliver the desired outcome. When this happens, the question is often raised as to why the failure occurred and whether one of the parties to the deal contributed to the failure. Any doubt may lead to a person being “blacklisted” and put in a category of people to avoid in the future. Everyone has such a list.

I admit that early in my career I chased money. And, I admit that today I remain a stickler on the “economic sustainability” of a startup. One of my favorite sayings is, “No margin, no mission,” reflecting the fact that money is important in order to remain in business.

However, money is a consequence of providing value in the production and delivery of a product or service. No value – no money. In order to achieve a profit, it is necessary to charge a price that reflects a value in excess of your costs.

Money is needed to engage in business or any activity. My work often involves raising money for one of my own projects or helping others to raise money. The raising of money always includes the issue of rate of return on the use of funds. Will the source of money get their money back and

will they get any extra money for the use of their money? The raising of money is often limited to this single dimension. There may be little or no consideration of the purpose or outcome of the opportunity. One investment is no different than another except to the extent that one pays a higher yield. The stock market reports the prices and price/earnings ratio –

not the other successes that a business may achieve by successfully bringing a product or service to the market. As an entrepreneur who works hard to solve a problem with a product or service, this reduction of the enterprise to a single value can be disheartening.

As I get older, I favor working with people who share my values. I continue to learn about and work toward the improvement of the communities in which I live. I find people who want to solve the same problems that I want to solve are those with whom I prefer to work. We may disagree on the best approach – business, social enterprise or charitable – but we have the same goal in mind. And that's not all about the money.

Contact Karl Dakin of Dakin Capital Services LLC at 720-296-0372 or kdakin@dakincapital.com.

Setting aside the moral and ethical issues of placing this level of importance on money, the question is raised whether someone who is all about the money can be trusted. Trust and credibility have proven to me to be of more importance than the monetary outcome of a particular deal.



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UNIVERSITY OF
**NORTHERN
COLORADO**



BW REAL DEALS

Investors spend millions on two business parks

By Doug Storum
and Joshua Lindenstein
news@bizwestmedia

Two out-of-state real estate investment groups are growing their portfolios in the Boulder Valley, each making multimillion-dollar purchases of business parks within the last month.

Mark IV Capital Inc., based in Newport Beach, Calif., has acquired three Class A office buildings that make up Eldorado Ridge at the south edge of the Interlocken business park in Broomfield for \$57 million, and Boston-based Tritower Financial Group has made its second big play in the Colorado market with the \$38 million purchase of the Coal Creek Business Park Corporate Center in Louisville.

Mark IV Capital purchased the three multistory office buildings totaling about 325,000 square feet of space along 120th Avenue at Eldorado Ridge from Lowe Enterprises in Los Angeles and private investment firm Starwood Capital Group. Lowe Enterprises and Starwood purchased the properties in 2012 for \$42 million, according to public records, and made several upgrades including a 5,000-square-foot amenity center that includes a deli, full fitness center and conference center. Interiors were refreshed, with emphasis on each building's lobby, entrance and common areas, as well as exterior landscaping.

The three buildings, built between 1999 and 2001, were acquired in separate deals during September; 11101 W. 120th Ave. went for \$21,147,000, 11001 W. 120th Ave. was acquired for \$18,468,000, and 10901 W. 120th Ave. went for \$17,385,000, according to public records.

Major tenants at the 21-acre Eldorado Ridge site that is about 80 percent occupied include RES Americas Inc., Office Evolution, University of Colorado and Regis University.

The property's tenancy is influenced by its proximity to Boulder with its concentration of tech firms, educated workforce and quality of life. However, Boulder's limited office inventory combined with record-high lease rates has persuaded many companies to turn to the nearby U.S. Highway 36 corridor for office space.

Class A lease rates in Boulder have increased more than 10 percent year-over-year, while lease rates in the Northwest area around Interlocken have increased 0.6 percent in the past year, according to CBRE.

"The stability of lease rates in the Northwest submarket speaks to the



COURTESY CBRE

Mark IV Capital Inc., based in Newport Beach, Calif., has acquired three Class A office buildings for \$57 million that make up Eldorado Ridge at the south edge of the Interlocken business park in Broomfield. One of the buildings in the deal, 11101 W. 120th Ave., went for \$21.2 million.

balance in supply of quality Class A product and demand from tenants who want to be a part of this vibrant tech corridor," said Chris Phenicie, senior vice president with CBRE and part of the team awarded the continued office leasing assignment for Eldorado Ridge by Mark IV Capital Inc.

"A significant amount of interest in the Northwest submarket is driven by Boulder's limited ability to accommodate tenant demand," said Geoff Baukol, senior vice president with CBRE's Capital Markets in Colorado.

Baukol, Tim Richey, Mike Winn and Chad Flynn of CBRE represented the sellers. Phenicie and Blake Harris of CBRE retained the office leasing assignment on the property.

Mark IV Capital owns and manages several commercial high-end office properties in the Denver metro area including Maroon V and Three Maroon Circle in the Meridian International Business Center in Englewood, Monaco Plaza in Denver, and Sky Harbor Business Park in Centennial. It also has holdings in California, Texas, Arizona and Nevada.

Coal Creek Business Park

Tritower's \$38 million purchase of the Coal Creek Business Park Corporate Center in Louisville is its second in Colorado, having purchased a two-building park in Aurora earlier this year.

The three-building park, just east of McCaslin Boulevard off of Dillon Road, is home to Cable Labs' headquarters as well as offices for medical-device manufacturer Medtronic and San Francisco-based software and consulting firm Nexant.

The buildings together include

210,689 square feet, according to Boulder County property records, with Medtronic occupying the largest, a 79,533-square foot building at 826 Coal Creek Circle, as well as a good portion of the 52,734-square-foot building Nexant is in at 867 Coal Creek Circle. Cable Labs, meanwhile, occupies the 78,422-square-foot building at 858 Coal Creek Circle.

Tritower bought the park from Minnesota-based Founders Properties, an investment firm formed by Best Buy founder Richard Schulze and the late Gerald Rauenhorst, founder of The Opus Group.

Most of Tritower's portfolio is on the East Coast in Boston and Washington, but the company earlier this year made its first purchase in Colorado with the acquisition of a two-building park in Aurora that is occupied by aerospace company Raytheon.

In the Louisville park, Tritower has a fully leased asset in which all three tenants have renewed over the past year.

"I love the Colorado market," Tritower partner Tod Brainard said in a phone interview. "I think it's a great place to invest. I love the general growth in the marketplace. We try to pick buildings we think have long-term value."

The buildings in the Louisville park were built between 1999 and 2001 by a joint venture of Trammell Crow and 1080 Real Estate. Founders Properties bought the park in 2011 for \$32 million from Multi-Employer Property Trust.

Founders still owns one other property in Colorado, a 200,000-square-foot building in Frederick occupied since 2012 by Fort Collins-based smartphone case-maker OtterBox.

PROPERTY LINE

Boulder Scientific Building research and development lab

LONGMONT — Boulder Scientific Co., a chemical manufacturer with operations in Mead and just outside Longmont in unincorporated Weld County, will build a 4,000-square-foot research and development lab within its Weld County facility at 4161 Specialty Place on the east side of Interstate 25.

The new lab is slated to be complete by the middle of next year.

Boulder Scientific makes specialty chemicals for a variety of industries, including defense, electronics and pharmaceuticals.

Boulder Scientific's current lab is at the company's site at 598 Third St. in Mead. That facility will remain the company's main research and development center "for the foreseeable future," company officials said.

Doctors to convert temple into tapas bar

GREELEY — A pair of doctors have purchased the historic Masonic Temple building in downtown Greeley with plans of converting it to a restaurant and events center that will be called Masons.

Dr. Maurice Lyons, a vascular surgeon at CardioVascular Institute of North Colorado, and Dr. Christopher Michael, an anesthesiologist, formed the entity Cardiac Investments LLC to purchase the building for \$100,000 from Masonic Building Corp. of Greeley in May, according to public records.

The three-story building, at 829 10th Ave., has 3,810 square feet of space on each of the first two floors and a 644-square-foot loft on top.

The exterior of the building cannot be altered because it is on the National Register of Historic Places and the Colorado State Register of Historic Properties. But the interior will be gutted, including removing asbestos, Lyons said.

The first floor will have a tapas bar — Spanish cuisine consisting of appetizers and snacks —, and the second floor will house an events meeting place.

Frasier Meadows selects architect for expansion

BOULDER — Executives at Frasier Meadows Retirement Community have hired architectural firm Hord Copland Macht Inc. to design the expansion of its facilities at 350 Ponca Place in Boulder.

The expansion includes 80 new residential living apartments, a center for arts and education, and an expanded fitness and wellness center.

Hord Copland Macht is based in Baltimore and has an office in Denver.

The nonprofit Frasier Meadows provides independent-living apartment homes, assisted-living, memory care, a wellness center and onsite skilled nursing and rehabilitation services for more than 400 residents.

Frasier Meadows has hired Retirement Dynamics, based in Charlotte, N.C., as an adviser on the project, and GSI Research in Seattle to conduct consumer research.

MLS spat draws ire of real estate agents

By Doug Storum

dstorum@bizwestmediacom

LOVELAND — Subscribers to the multiple-listing service Information Real Estate Services Inc. in Loveland no longer have as much deep data on past sales in the Denver metro and Colorado Springs areas at their fingertips, which real estate agents say hinders their ability to provide accurate information to their clients.

Up until a month ago, subscribers to IRES' data were provided access to past sales going back 10 years in those regions, but that has been whittled to six months.

IRES, which basically covers Boulder and Broomfield counties and cities in Northern Colorado, thought it was providing the information through a data-sharing agreement with Denver-based REcolorado, an MLS service formerly called Metrolist that covers the Denver metro area, and the Pikes Peak Association of Realtors in Colorado Springs.

But Kirby Slunaker, president and chief executive of REcolorado, said IRES was violating an agreement the three organizations signed in 2003 by placing REcolorado and Pikes Peak Association of Realtors listings into their public records system, and by keeping and providing members with 10 years' worth of REcolorado and PPAR sold data, while the agreement allows for access to six months' worth of sold data.

"We believe their intention was to provide a competitive advantage for their members and make it easier for

their brokers to expand into the Denver market," Slunaker wrote in a blog posted in September.

REcolorado sent two cease-and-desist letters to IRES, demanding IRES share only six months of sales data generated by REcolorado and Pikes Peak to its subscribers. Slunaker sent a message Oct. 12 to his group's subscribers that IRES had come into compliance with the 2003 agreement and that data-sharing will continue.

Lauren Hansen, CEO of IRES, sees it differently, saying the agreement was revised in 2007 to include more data-sharing. However, a formal contract was never signed.

"Unfortunately, there is a serious misunderstanding regarding how much data is appropriate for the exchange," Hansen said. "Our goal is and always has been to provide as much property information to brokers in order to better serve clients—whether listing, selling or establishing a value."

She said the original data-sharing agreement in 2003 allowed for a limited amount of information to be exchanged, along with six months of data on home sales.

She said that in 2007, several brokers from both Metrolist and IRES were part of an MLS Oversight Committee that demanded more information be made available. Hansen wrote recently in a message to IRES subscribers, "In 2008, we did just that and even coordinated the simultaneous release between IRES and Metrolist. That exchange was based

"If this continues, a third-party will come along and offer all the data, so Realtors won't have to subscribe to multiple MLS services."

Kelly Moye, Realtor, spokeswoman

on specs drafted by our tech teams, at the direction of Metrolist, IRES and the MLS Oversight Committee. In hindsight, it is clear that we should have had a formal document signed at that time since that is the issue today."

Slunaker said REcolorado and Pikes Peak subscribers have been receiving 10 years worth of data from home sales in their respective regions, but the groups were only providing six month of sales information from IRES data.

"It's unfortunate that because IRES subscribers had been receiving information incorrectly that we have to be the bad guys, but the 2003 agreement says to share only six months of data," said Slunaker, who joined REcolorado four years ago.

Kelly Moye, a Realtor with Re/Max Alliance in Broomfield, a director for the Boulder Area Board of Realtors and an official media spokeswoman for the Colorado Association of Realtors, said it's probably time to share all data available. With the Internet, geographical lines really don't make sense anymore.

"Realtors need this data. Six months of data is not a long enough period to run trends," she said, adding that the time might be right for one MLS service. "If this continues, a third-party will come along and offer all the data, so Realtors won't have to subscribe to multiple MLS services."

Osman Parvaz, a Realtor with Realty Unique in Boulder, in a blog posted Oct. 9 titled "When MLS Systems Compete, You Lose," said the risk of incomplete data is that buyers and sellers are making decisions without getting the full picture.

"You might be leaving tens of thousands of dollars on the table in exchange of bragging rights over how quickly 'your' agent sold it. If you're buying and find yourself in a situation of intense pressure, you might be grossly overpaying because you didn't have access to the full comp set."

Ron Lampo, a Realtor in Broomfield, sent an email to REcolorado that reflects frustration and anger felt by many IRES subscribers.

"Many of your members do not appreciate the elementary school playground bully you are emulating," Lampo wrote. "We'll all be in a better spot when you stop focusing on self-promotion and start focusing on the business of serving your members. If you don't, and looking at your track record over the past 10 years doesn't give me hope, we'll all either be out of a job or working for your friends at Zillow. It's time to step up your game for all of the agents you serve."

In polarized Boulder, can't we all just get along?

By the time this edition of BizWest hits the newsstand (if those exist anymore), the local election in Boulder will be on the verge of happening.

One thing is certain; the losing sides on the growth initiatives aren't going to be happy campers.

I can't remember a more polarizing time in recent history here. The only thing as reactive as this was a recall election in 1974 against a then-"hippie" City Councilman named Tim Fuller.

Fuller was a supporter of an ordinance that would bar employment discrimination on the basis of sexual orientation. The power structure in place at the time either wasn't having it, or didn't understand it.

Things didn't work out so well for Fuller; he was the only council member recalled in the last 100 years! Times have changed thankfully; Fuller probably would be branded as a thoughtful conservative in this day and age. But the old guard got really

stirred up by this guy and his ideas. Things got quite intense, and took a bit of time to simmer down.

Flash-forward to today. It's a little unclear to me why the different sides on development here in 2015 can't find common ground. Pretty much nothing substantial was built in Boulder after the 1999-2000 dot-com crash. Right after that, we headed into the deep, dark depression of 2008. Those were some scary times. I think we were all pretty grateful that our real estate values held up through that as well as they did. No one would argue that there was pent-up demand for new development, which in the case of Boulder is really redevelopment, or more often repositioning.

Supposedly the construction cranes outnumber the prairie dogs right now, and part of our population is telling us that indeed, the sky is falling. It seems to me that an important factor that isn't being discussed well enough are the basics of supply and demand. It's pretty elementary: If a need didn't exist, the construction cranes wouldn't exist. With all of the required due diligence, financial analysis and equity being raised for the various projects, a lot of smart people have figured out that there is

need, and satisfying that need makes financial sense. Does it make for a better community? I think it does. In simple terms, to be an economically sustainable, vibrant community, people want choices.

I think it's also about "tuning up" the competition. The old choices have to hit refresh to keep up with the new choices. It seems undeniable that we will end up with a better lifestyle simply by the fact that we have more choices in so many areas of business, dining, hotels, apartments, retail, and the list goes on. As new development occurs, the older product/property is forced to get better to stay competitive. We all win.

So how do you appease both sides of the growth/no growth coin? I think that in 12 to 24 months, the construction cranes will come down. As people begin to explore some of the new places to go, the anxiety level is going to drop. Is it going to be more crowded? Yes, but Boulder has always felt crowded. In fact, it was probably the number one complaint from people even in the 1960s, a time when you could throw a bowling ball down Pearl Street at 5 p.m. on any given day and not hit a car or pedestrian.

I think it's probably time for both of the warring sides to come together and develop some improved transportation alternatives that help move auto, bike and pedestrian traffic. Maybe stop the war on the car, then synchronize the traffic signals and get things moving again. Now that we have Uber and Lyft, I think we could make do with at least a 50 percent reduction in the big empty buses that impede traffic on a daily basis in Boulder. Looks to me like ridership is minimal at best; it might be time to re-evaluate the whole bus program. In tandem with that, maybe we focus on getting bikes in a more segregated and safe location, away from cars using side streets, underpasses and things like that. Boulder is never going to be Amsterdam; we should drop that comparison and come up with something that works here.

As the Beatles so succinctly put it, "come together, right now" might be a good new slogan to put on some of the never-ending multitude of street signs we have.

Geoffrey Keys is president of Keys Commercial Real Estate in Boulder. He can be reached at 303-447-2700 or via email at keys@keys-commercial.com.



COMMERCIAL REAL ESTATE GEOFFREY KEYS

ON THE JOB

ECONOMIC DEVELOPMENT

Chantal Kovach joined the Boulder-based Innovation Center of the Rockies to work with emerging companies in the natural and organic segment. Kovach has 25 years of experience in the natural-products industry, including five years as chief executive of Intelligent Nutrients.

EDUCATION

Chuck Welch was hired at IBMC College in Greeley as a student success coach. He joined IBMC from Weld County School District 6, where he has worked as a graduation interventionist since 2011. Welch has two degrees in education from Western Governors University.

FOOD AND BEVERAGE

Jonathan T. Drake was appointed chief executive of Broomfield-based Famous Brands International, the parent company of TCBY Yogurt and Mrs. Fields Cookies. Drake has held senior leadership roles at Sara Lee Corp., Kraft Foods, The Virgin Group and most recently was a vice president for Glanbia plc, a global nutrition company with operations in 34 countries. Drake replaces Neal Courtney, who left the company in July 2014. Since then, the position had been filled on an acting basis by Jeffrey P. Werner, managing director and operating partner of Z Capital Partners. Courtney had been named chief executive and chairman of the board of Famous Brands at the time of the acquisition, after serving as the interim CEO since February 2013, following the departure of former CEO Tim Casey to Qdoba Mexican Grill.

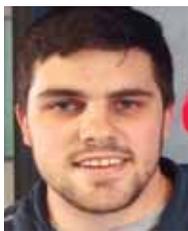
HEALTH CARE

Dr. Lori Ripley was named medical director for the Greeley-based nonprofit Rehabilitation & Visiting Nurse Association. Ripley has been in private practice for 21 years, 15 of which have been at Family Physicians of Greeley. She is affiliated with North Colorado Medical Center, serves as the medical director for Centennial Nursing Home in Greeley and is a member of The Resource Center's medical advisory board.

HIGH TECH



SCOTT



JACKSON

Gavin Scott and **Aaron Jackson** were hired at Fort Collins-based IPoint Technologies, a local network, web design and SEO company. Scott is the new search-engine optimization/pay-per-click marketing manager and Jackson is the new web-development intern.

Sydney Powers was hired as an account representative by Technical Framework LLC in Fort Collins.

INSURANCE

Margaret Cook was promoted to deputy general counsel and senior vice president at Longmont-based Alliant National Title Insurance Co. The promotion comes as Cook prepares to mark 20 years in the title insurance industry. She is immediate past president of the Land Title Association of Colorado, serving on the association's legislative affairs and education committees. She also is past chair of Colorado's Title Advisory Council. Prior to joining Alliant National, Cook served as chief claims counsel and regional counsel. Before starting her title insurance career, she practiced law in a private practice. Cook received her bachelor of business administration and her juris doctorate from the University of Mississippi.



COOK

LAW

Christian Griffin joined Boulder-based Caplan

and Earnest's litigation practice. Prior to joining the firm, Griffin served as a deputy public defender for the Office of the Colorado State Public Defender in Trinidad. He received his law degree from the University of Denver Sturm College of Law and his master's degree in social work from Loyola University. Griffin received his bachelor's degree in psychology from Wheaton College.



GRIFFIN

NONPROFIT

Julie Brewen, chief executive of the Fort Collins Housing Authority, was elected a vice president of the National Association of Housing and Redevelopment Officials. FCHA's chief financial officer, **Duane Hopkins**, also was elected as a NAHRO vice president, overseeing the professional development committee.

Jake Hertenstein joined Community Food Share as development assistant in the development and public-relations/marketing department. Prior to joining Community Food Share, Hertenstein worked as an intern at Cure Organic Farm. He holds a bachelor's degree in international affairs from the University of Colorado Boulder.

REAL ESTATE



DEHAAN



JENKE

Ryan DeHaan, **Derek Jenke** and **Mark Shea** were hired as broker-associate/partners at The Group, Inc. Real Estate. DeHaan has been a member of the PGA of America for 20 years and has been with the Fort Collins Country Club working in business operations and golf instruction.



SHEA

He has been active with several youth golf programs including teaching local high school golf teams. Jenke, a Colorado native, attended Front Range Community College. Prior to real estate, he worked in product sales and installation in the auto industry. Shea, a fourth-generation Coloradan, has worked in management, sales and leasing.

Lauren Hansen, chief executive of Information and Real Estate Services LLC, a multiple-listing service based in Loveland, was selected as president-elect of the national Council of Multiple Listing Services for the 2016-17 term. Hansen has been on the council's board of directors for the past two years and served as treasurer this past year.



HANSEN

Ashley Hergenroeder was hired at Chrisland Real Estate Cos. as a licensed transaction and marketing coordinator. She has more than 10 years of real estate experience including escrow and title, residential and commercial real estate. Most recently, she served eight years as a transaction manager for a local commercial brokerage firm, with administrative support responsibilities for the brokerage team. She is pursuing her degree at Colorado State University with a concentration in real estate finance.

Deadline to submit items for On the Job is three weeks prior to publication of each biweekly issue. Mail to Editor, BizWest Media LLC, 1790 30th St., Suite 300, Boulder, CO 80301; or email to news@bizwestmedia.com with On the Job in the subject line.

TIME OUT



COURTESY GREELEY CHAMBER OF COMMERCE

Donna Campbell, a member of the 2015 Leadership Weld County class, learns how to fire a taser during an Oct. 9 class session with the Greeley Police Department. Class members saw a SWAT vehicle and learned about hostage negotiations. Later in the day they visited the Fritzler Corn Maze to hear about how agritourism can help local farms be more successful.



COURTESY BERTHOUD CHAMBER OF COMMERCE

The Chalet Dancers entertain on Oct. 3 during the Berthoud Chamber of Commerce's fifth annual Traditional Oktoberfest. The event included traditional German food and music, vendor booths and a pretzel-eating contest for children.

Email your event photos to:
Dallas Heltzell, dheltzell@bizwestmedia.com.
Include complete identification of individuals.

NONPROFIT NETWORK

FUNDRAISERS

For the 10th year, local law enforcement traded in handcuffs and badges for gourmet burgers and aprons at **Red Robin** restaurants as part of the national Tip-A-Cop event benefitting **Special Olympics**. Law-enforcement officers collected tips and help serve Red Robin restaurant guests. The event was held October 24 at 20 Red Robin locations in Colorado, including those in Broomfield, Fort Collins, Greeley, Longmont and Loveland.

More than 150 Boulder community members will participate Nov. 12 in the fourth annual **Sleep Out for Homeless Youth**. Participants will spend the night on the lawn in downtown Boulder between **Attention Homes'** office and First United Methodist Church, near 15th and Spruce streets. They have pledged to each raise \$1,000 for Attention Homes from friends, family and colleagues through their own fundraising page. Sleep Out is expected to raise more than \$150,000 to support Attention Homes' homeless and runaway youth services. Attention Homes, a local nonprofit, is the only shelter for youth in Boulder County providing day drop-in services and overnight shelter.

GOOD DEEDS

Bitsbox, a Boulder-based education technology startup that teaches children how to create their own apps, will donate 1,000 coding kits to educators around the world for Computer Science Education Week, Dec. 7-13. After closing a

\$500,000 seed round in August, this startup aims to give back by training 1,000 teachers around the globe to run an "Hour of Code" event for 30,000 students.

GRANTS

Colorado State University is one of 10 institutions participating in a \$13.8 million government-funded research project to improve sorghum as a sustainable source for biofuel production. Most U.S. biofuels are made from corn, but some sorghum varieties create more biomass for cellulosic ethanol, making it a top contender to replace corn-based biofuels and relieve pressure on an important global food source, according to a CSU prepared statement. Funded by the U.S. Department of Energy, the five-year project will study how plants and microbes interact, and which sorghum plants grow better with less water and nitrogen.

Sunrise Community Health in Evans received a \$54,250 one-time award from the Colorado Health Foundation to increase patient portal use at its 10 clinics. A patient portal is an online, secure website that enables patients to access their health-care information and to communicate with their health-care team. Sunrise will use the funds to purchase technology, support patient training material, and invest in translation services.

In honor of the grand opening of its store at 2007 S. Timberline Road in Fort Collins, **Big O Tires** donated \$1,000 to **Fort Collins Habitat for Humanity**.

BRIEF CASE

CONTRACTS

The University of Northern Colorado selected Aurora-based **Adolfson & Peterson Construction** to be the general contractor for the university's \$73.6 million Campus Commons building project. The firm has overseen projects at UNC in the past, including additions or renovations at Ross and Turner halls and the Bank of Colorado Arena at Butler-Hancock Athletic Center. The company will work with the university and Denver-based design firms **Simple Brown** and **Handprint Architecture**, selected in August.

3D at Depth, a Boulder-based global technology provider of advanced subsea LiDAR systems and solutions, and **Technip USA Inc.**, an affiliate of Technip SA of France, signed a joint development agreement to expand and commercialize the LiDAR technology for subsea metrology, field survey and IRM applications. Commonly referred to as laser scanning, LiDAR (Light Detection and Ranging) is a technology for collecting precise 3D models of sub-sea structures and seabed topography.

Boulder-based **Namasté Solar** is partnering with **Elizabethtown College**, **Community Energy** and **Advanced Solar Industries** to build the largest photovoltaic solar array on a higher-education site in Pennsylvania. Complete financial terms of the deal were not disclosed, but the college was awarded a \$500,000 grant from the Pennsylvania Energy Development Authority to help build the project. The solar installation will have the ability to supply more than 20 percent of the college's annual electricity and provide environmental and economic benefits to the community.

If everything goes as planned, **Oskar Blues** beer will be available in all 50 states by the middle of next year. The Longmont brewery is expanding distribution into Utah and Mississippi by the end of the year, which will boost Oskar Blues' presence to 46 states. It plans to reach the last four – North Dakota, South Dakota, Oklahoma and Montana – in the first half of 2016, which would make Oskar Blues one of the few craft breweries nationwide to hit such a milestone.

The push into Mississippi will begin in November, with the brewery contracting with four distributors there. Most of the brewery's lineup will be available.

Boulder-based startup accelerator **Techstars** is partnering with renowned Los Angeles medical center **Cedars-Sinai** on a new health-tech program. The first Techstars Healthcare Accelerator will follow the model of Boulder-based Techstars' other accelerator programs around the world, with the first class starting in March and concluding with a June 23 Demo Day. The Cedars-Sinai announcement came just days after Techstars announced a new retail accelerator that will take place in Minneapolis in partnership with **Target**. The two new programs give Techstars 10 corporate programs and 21 in all.

KUDOS

Ryan L. Mason, a financial adviser at the Longmont office of Main Street Investments Inc., an independent firm offering securities through Raymond James Financial Services Inc., was awarded the



MASON



ROSKIE

Certified Financial Planner certification. Mason, who joined Raymond James in 2009, has more than 15 years of experience in the financial services industry.

Jamie Baker Roskie of Fort Collins-based Coan, Payton & Payne LLC received a Martindale-Hubbell AV Preeminent Peer Review Rating.

The Butterfly Pavilion in Westminster was named BBB Denver/Boulder Accredited Charity of the Month for October.

Please see **Briefcase**, page 28



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Wednesday, November 18 – Esprit
A networking reception and Jeffersonian dinner
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Live social entrepreneur competition –
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Awards: 2015 Entrepreneur of the Year,
Entrepreneurial Legacy Award and the
Entrepreneurial Community Builder Award

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BRIEF CASE

Briefcase, from 27

Redtail Ponds, a mixed-income community of 60 apartments in south Fort Collins, won the highest award of distinction from the Colorado housing industry. The Eagle Award for Redtail Ponds was presented to Fort Collins Housing Authority at the Housing Colorado NOW! conference. Redtail Ponds also was the recipient of the Colorado National Association of Housing and Redevelopment Officials 2015 Affordable Housing Project Award and the Mountain Plains Regional Council of NAHRO 2015 Affordable Housing Design award. Redtail Ponds was also highlighted in the Novogradac Journal of Tax Credits as an example of a successful project using Low Income Housing Tax Credits.

The **Home Builders Association of Northern Colorado** announced the winners of this year's **NOCO HBA Parade of Homes**, which was held Sept. 11-13 and Sept. 18-20. **HighCraft Builders** won for best kitchen, best master suite, best outdoor space and People's Choice. **Buer Homes** won for best overall home, best architectural exterior and best landscaping, while **Wonderland Homes** won for best floor plan and best craftsmanship. **Philgreen Construction** won for best green home.

Lisa Hardaway, program manager at Boulder-based Ball Aerospace & Technologies Corp., received this year's Leadership Award for outstanding dedication to space exploration from the Women in Aerospace professional organization.

Fort Collins-based design-build firm **Neenan Co.** was awarded the 2015 Urban Design Award for Sustainable Design by the city of Fort Collins for its work on Colorado State University's Powerhouse Energy Campus.

Several architecture firms in the Boulder Valley and Northern Colorado were among 29 across the state and region that received awards from state and regional chapters of the American Institute of Architects. The awards were presented during a gala held Oct. 15 in Keystone. Awards were classified in three levels: Honor (the highest level), Merit and Citation.

Boulder-based **Arch11 Inc.** received two Honor awards for the 55,000-square-foot Pearl Izumi headquarters building at 101 S. Taylor Ave. in Louisville: one in the Commercial category from the AIA Colorado North chapter and one in the Distinguished Building category from the AIA Western Mountain Region chapter. Arch11 had received a World Architecture News commercial award in April for the building, which also won the chairman's award in the roofing category from the Metal Construction Association. Arch11 also received a Citation from AIA's Western Mountain Region chapter for park pavilions in Denver. Boulder-based **renée del gaudio architecture** received a Merit award for a residential remodeling job, and Boulder-based **Mosaic Architects and Interiors** won a Citation award for a residential project in San Francisco.

Studio Completiva Inc. and **641 West Design** of Denver won a Citation award for an office building at 2741 Mapleton Ave. in Boulder. **RB+B Architects** in Fort Collins won a Citation award for the Conservatory Green early-childhood through eighth-grade school in the Stapleton North development in Denver, and **Workshop8** in Boulder won a Citation in the Commercial and Civic category for the volunteer fire station in Jamestown, which was rebuilt after having been destroyed by the September 2013 flood.

MERGERS & ACQUISITIONS

Boulder-based **Active Interest Media** acquired Des Moines, Iowa-based **August Home Publishing**, a media company catering to woodworking, gardening and cooking enthusiasts. Terms of the deal were not released.

Illinois-based **Alarm Detection Systems Inc.** acquired Safe Systems Inc., a privately owned provider of residential and commercial security services based in Louisville. Financial terms of the acquisition were not disclosed. Safe Systems serves more than 10,000 residential and commercial customers in Boulder, Fort Collins, Denver, Colorado Springs, Pueblo and the Front Range area.

Fresca Foods Inc. in Louisville made an undisclosed financial investment in California-based **Wonderfully Raw Gourmet Delights**, a manufacturer of organic,

gluten-free and vegan snacks.

OPENINGS

Apparel stores **Nordstrom Rack** and **H&M** and the nine-screen **Cinemark movie theater** opened at the redeveloped **Foothills** site in midtown Fort Collins, joining several others that already are open. One of those, **Zales Jewelers**, moved into a permanent space. Opening in November will be **Bar Louie**, **Verizon**, **Rocky Mountain Chocolate Factory**, **Gymboree**, **Custom Land T-Shirts**, **Custom Apparel and Smashburger**, with **Unique Eyebrows** to follow in December. Planning to open — or reopen — along with Foothills' grand opening in 2016 are the **Sears** department store, along with **The Melt**, **C.B. & Potts**, **Select Comfort**, **Matador**, **Longhorn Steakhouse**, **J. Crew**, **Zoe's Kitchen**, **Bad Daddy's**, **Maximum Boutique**, **Torchy's Tacos**, **Sports Authority**, **Grimaldi's**, **Lenscrafters**, **Snappy Nails**, **Hot Topic**, **T-Mobile**, **Ulta**, **Francesca's** and **Loft**. Already open at Foothills are **Macy's**, **Maurice's**, **Buckle**, **Jewelry Emporium**, **Bath & Body Works**, **Payless Shoe Source**, **Zumiez**, **Finish Line**, **Victoria's Secret**, **Vans** and **Ross Dress for Less**. A **GNC** store also is open, but will move to a different location in the shopping center next spring.

The **Regal Cinemas** movie theater, **Wyatt's Wine and Spirits liquor store**, **Gold's Gym**, **Sports Authority** and a **Ripple Effects** martial arts studio will open in November at the redeveloped **Village at the Peaks** shopping center in Longmont. **Whole Foods**, one of the other major anchors, is slated to open in late January.

Shirazi Benefits LLC, an independent insurance agency in Greeley, opened a satellite office in Fort Collins at 4532 McMurry Ave., Suite 200.

Portugese software firm **Morphis** is establishing a North American headquarters in Boulder to tap into the large number of American companies seeking to modernize their legacy software systems. Morphis has yet to finalize a location for its Boulder office, and a spokeswoman for the company said in an email that it remains unclear how many employees the local operation will house. Morphis has 60 employees

worldwide at offices in the United Kingdom, Portugal, Spain and Brazil.

Big O Tires opened its newest location at 2007 S. Timberline Road in Fort Collins. The 7,458-square-foot retail and service center is the third and largest Big O Tires location in Fort Collins.

Garoto Inc., 1013 Centre Ave. in Fort Collins, signed on as a U-Haul neighborhood dealer. Garoto will offer U-Haul trucks, towing equipment, support rental items and in-store pick-up for boxes.

Bridges of Colorado, a provider of home services for people with intellectual and physical disabilities, will open an office at 2000 S College Ave., Suite 207, in Fort Collins.

McClellan's Brewing Co. opened at 1035 S. Taft Hill Road in the King Soopers shopping center in Fort Collins, and **Three Four Beer Co.** will open about a mile away at 829 S. Shields St.

PRODUCT UPDATE

Investor and entrepreneur Sean Murphy announced the launch of the Boulder-based **Hemp Business Journal**, with a plan for the first print edition to hit mailboxes in December. The magazine, which will go live online in mid-November, will provide reporting and analysis on the industrial cannabis industry in the United States.

Boulder-based **TapInfluence**, a provider of influencer marketing automation software, announced the launch of **TapFire**, an influencer distribution channel providing brands and agencies the ability to distribute their content through TapInfluence's marketplace of social influencers, who then share that content with their audiences.

Broomfield-based **Level 3 Communications Inc.** (NYSE: LVL) launched **Level 3 Secure Access Cellular Service**, which uses both cellular and security technologies to provide a redundant and scalable option for Internet connectivity.

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BW ECONOWATCH



BIZWEST

The new Northern Colorado Economic Alliance offices will be located in the Foxtrail Office Park in Loveland. The NCEA was formed by business leaders to establish one brand for Northern Colorado, mainly Larimer and Weld counties.

NCEDC turning over assets to NCEA

By Doug Storum
dstorum@bizwestmedia.com

LOVELAND — Directors of the Northern Colorado Economic Development Corp. have announced that the organization will turn over its resources to the recently established, privately funded Northern Colorado Economic Alliance.

“We’re facing an evolving, highly competitive national and global environment for attracting quality new primary jobs,” Paul Mueller, NCEDC’s board chairman, said in a prepared statement. “The combined support for economic development marketing from businesses and public organizations in the Northern Colorado region, which includes Larimer and Weld counties, will be much greater than each county was able to assemble individually.”

In September, BizWest reported that the public-private NCEDC had shut down its operations in Loveland and was determining how to dissolve its assets. NCEA’s interim chief executive, Rocky Scott, told BizWest that

“The combined support for economic development marketing from businesses and public organizations in the Northern Colorado region, which includes Larimer and Weld counties, will be much greater than each county was able to assemble individually.”

Paul Mueller,
NCEDC board chairman

the assets would include just less than \$100,000 in cash, plus some office equipment, supplies, files and some website collateral.

The NCEA was formed by business leaders in Larimer and Weld counties, including Tom Gendron, chief executive of Woodward Inc. in Fort

Collins, and auto dealer Scott Ehrlich in Greeley, to establish one brand for Northern Colorado, mainly Larimer and Weld counties, and work with site selectors to attract new businesses to the region.

The NCEDC was formed in 2000 through the consolidation of the Fort Collins Economic Development Corp. and the Loveland Economic Development Council.

During its 15 years of operation, the NCEDC provided a forum for Loveland and Fort Collins to collaboratively work the “big picture” for Larimer County economic development, according to the statement, which said the organization assisted in bringing more than 5,000 primary jobs for the citizens of Larimer County, along with millions of dollars of associated tax base, made possible by new investments, to fund programs and infrastructure which serve the entire region.

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THE TICKER

Loveland lodging occupancy rates pace Northern Colorado

Lodgers in Loveland recorded an 84.8 occupancy rate during September, producing the best performance among cities and areas in Northern Colorado and the Boulder Valley tracked by the Colorado Hotel and Lodging Association.

The association’s monthly Rocky Mountain Lodging Report revealed the occupancy rate for hotels along the U.S. Highway 36 corridor for September was 81 percent, followed by Estes Park, 82.2 percent; Boulder, 79.7 percent; Fort Collins, 72 percent; and Greeley, 72 percent. Occupancy was down throughout the region by a couple of percentage points, as were average rental rates.

Of the state’s 1.6 million rooms, 79.2 percent were rented each night on average, at an average daily rate of \$142, down from \$147 in August, according to the report. Year to date, lodgers statewide have experienced a 72.2 percent occupancy rate.

Loveland has 867 rooms, which rented for an average of \$129, down from \$134 in August.

Number of rooms and average daily rates during September for the following cities were:

U.S. Highway 36 corridor (Interstate 25 to Boulder), 2,458 rooms, \$123, down from \$130 in August.

Boulder: 1,708, \$163, down from \$184 in August;

Estes Park: 1,100, \$182, down from \$198 in August;

Fort Collins: 1,511, \$115, down from \$126 in August;

Greeley: 573, \$109, down from \$117 in August.

September jobless rates hit 15-year lows

DENVER — If preliminary monthly figures released by the state hold true, all four counties in the Northern Colorado and Boulder Valley region will have seen their lowest September unemployment in 15 years.

Boulder, Larimer and Broomfield counties all had nonseasonally adjusted unemployment rates below 3 percent in September, while Weld County’s rate slid to 3.3 percent. None of the four counties had seen September jobless rates so low since 2000 when Boulder, Larimer and Broomfield all had rates of 2.3 percent and Weld’s rate stood at 2.5 percent.

The figures, released by the Colorado Department of Labor and Employment, are based on a survey of households.

Boulder County’s unemployment rate for September was 2.6 percent, down from 3.2 percent in August and 3.6 percent in September of last year. The rate is Boulder’s lowest for any month since achieving 2.0 percent in December 2000. For the most recent month, Boulder County had 172,333 people employed and 4,663 looking for work.

In Larimer County, the unemployment rate hit 2.7 percent, down from 3.2 percent in August and 3.4 percent a year earlier. Larimer’s rate hadn’t been so low in any month since hitting 2.6 percent in May 2001. The county had 174,590 people employed in September, with 4,920 seeking employment.

Broomfield County’s jobless rate in September was 2.9 percent, down from 3.3 percent in August and 3.6 percent a year ago. The last time Broomfield’s rate was lower was May 2001 (2.8 percent). That county in September this year had 32,768 employed and 978 looking for work.

BW COMMENTARY

BizWest election positions throughout region

Voting throughout the Boulder Valley and Northern Colorado has been ongoing by mail, with Nov. 3 the official election date. With that date fast approaching, here's a rundown of new and prior BizWest positions on some of the region's ballot measures:

■ Boulder — Ballot measure 300:

Opposed. This ballot measure, dubbed "Neighborhood Right to Vote on Land Use Regulation Changes," would allow 10 percent of voters within one of 66 neighborhoods to force a neighborhood vote on a proposed change in land-use regulation. This measure would stifle any further development in the city, contributing to the high cost of housing.

■ Boulder — Ballot measure 301:

Opposed. This measure, dubbed, "Development Shall Pay Its Own Way," ties the hands of the city government when considering any waiver or abatement of fees associated with a development project, even when that development would bring a benefit to the community. This measure includes vague requirements for the city to determine what a new development would cost the city in terms of services. It's a ballot measure that would likely spur lawsuits.

■ Greeley — City charter amendment 2E.

Support. This provision will amend the city charter to remove a requirement for a public vote on retention of the city manager every six years. We believe the City Council's ability to remove a city manager is sufficient, without politicizing the office by requiring a public vote.

■ Greeley — Ballot measures 2A and 2B.

Support. Greeley voters should adopt these ballot measures, one of which would generate \$9.4 million annually for street maintenance and improvements through an increase in the sales-and-use tax. The second measure would extend a 3.46 percent tax on groceries, with proceeds used for maintenance of facilities, parks and streets. Greeley's infrastructure desperately needs the funds.

■ Brighton, Fort Collins and Loveland — Measures that would allow the communities to offer high-speed Internet.

Support. Such measures already have passed in Longmont and Boulder, with Longmont now covering 20 percent of the city with broadband. Other communities should have that same opportunity, a boon for residents and businesses.

■ Loveland — Ballot measures 5B and 5C.

Support. These measures would allow the Loveland Downtown Development Authority to raise taxes and incur debt to be used for improvements downtown. Downtown Loveland has made great strides in its revitalization, but much more work remains to be done. Additional resources will contribute to the area's revival.

■ Colorado — Proposition BB.

Support. This measure will determine whether the state must refund \$66 million in excess state revenues to the retail marijuana industry or retain those revenues for public-school construction, law enforcement, youth programs or marijuana education. We believe a looming state budget crisis should prompt voters to allow the funds to be retained.

It's not just about 300 or 301

Even as debate rages over restrictive growth controls under consideration on Boulder's Nov. 3 ballot – measures 300 and 301 – companies from all industries point to a harsh reality: It's already extremely difficult to expand within the city.

Office space – even with new construction for Google at 30th and Pearl streets, the PearlWest and Wencil developments downtown, and other projects – remains in increasingly short and costly supply.

The problem has become acute, affecting companies in all industries. Every month, I scan the faces around me at one of BizWest's CEO Roundtables, at which we gather leaders from one of the Boulder Valley's dominant industries, meeting alternately in the conference rooms of EKS&H or Berg Hill Greenleaf & Ruscitti in downtown Boulder. Amidst the confidence that comes with entrepreneurs enjoying a strong economy, expressions of concern are evident.

Whether the gathering has assembled leaders in the banking, bioscience, clean-tech, health-care, natural and organic, outdoor, real estate, technology or other sectors, concerns raised invariably turn to one or more of the following topics:

- Commercial real estate is extremely difficult to find at an affordable rate, especially in the Boulder core. Companies looking to expand often have to explore neighboring communities in Boulder or Broomfield counties, or else move elsewhere in the Denver metropolitan area or beyond.
- Extremely low unemployment rates make it hard to find workers, restraining the growth of some companies, forcing them to move elsewhere or to recruit from a wider geographic area, thus contributing to lengthy and stressful commutes and adding to traffic congestion.
- The increasing cost of housing – partic-



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

ularly noticeable in high-priced Boulder but an increasing problem all along the Front Range – makes it harder to convince young professionals to accept jobs in the Boulder area.

Access to capital also remains a challenge in some sectors, but the shortage of office and industrial space, difficulty finding workers and lack of affordable housing remain the top complaints, and those factors could accelerate the shift of companies out of Boulder proper, regardless of what happens with 300 and 301.

At the heart of the problem is the law of supply and demand. Cushman & Wakefield tallies 666 office buildings in the Boulder market, totaling 11.5 million square feet. That space stands at just 4.5 percent vacant marketwide, contributing to escalating rents that stood at \$26.26 per square foot, converted to full service, as of the third quarter of 2015, according to the company. But the average asking rent for Class A space – the most desirable – has spiked to \$33.18.

Companies such as Google and SolidFire can afford higher prices, but what about the hundreds of smaller companies struggling to find space to grow? Perhaps it's time for Boulder civic leaders to look beyond the city borders, to work more closely with Broomfield, Lafayette, Longmont, Louisville, Erie and other communities to find alternatives for companies that can no longer afford the city by the Flatirons.

Leaders should think holistically about the local economy, including real estate options, transportation impacts, housing, the true regional nature of industry clusters and other factors. If Boulder suffers an earache, Longmont and other communities might provide the cure.

What happens with ballot measures 300 and 301 will affect every industry. But current challenges finding office space do, too.

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BW POLL

Does your company expect a significant increase in health-insurance premiums next year?

Yes 86%

No 7%

Unsure 7%

Next Question:

Who won the GOP debate in Boulder?
Jeb Bush
Ben Carson
Carly Fiorina
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Other
Democrats

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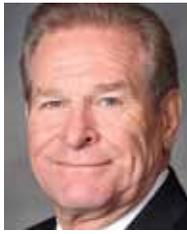


Bright Futures a win-win-win for Weld County

Recently, the Weld County Commissioners announced a new program that sets Greeley and all of Weld County on a new course toward effective and sustainable workforce development. The Greeley City Council is 100 percent in support of the concept and was to host a free event on Oct. 30 to help the commissioners spread the word to business owners, educators, residents and others about how everyone can take advantage of this opportunity.

This new Weld County program is called Bright Futures. There are several aspects of the program that truly reflect what will be a win-win-win endeavor for all Weld County businesses, residents and our educational institutions. For example, there are college-education financial benefits for families and students, workforce development outcomes that will support businesses, and tax benefits for property owners. Bright Futures is a powerful example of how positive relationships among local leaders, educators and businesses lead to positive actions that benefit everyone.

Why is the program so important



GUEST COMMENTARY
BARBARA KIRKMEYER AND TOM NORTON

to Weld County? Weld County is one of the fastest-growing areas in the nation, with a very healthy economy. However, there are numerous high school graduates throughout Weld who lack career-ready skills because their families cannot afford post-secondary education expenses. Because of financial constraints, many of these bright up-and-coming youths have not had the opportunity to get a college education. Enter Bright Futures, which offers a plan for financial support for students, GED recipients and honorably discharged veterans who would like to attend a college, university or accredited training institution.

In fact, there are no restrictions on the type of accredited training or certificate programs selected by

There are college-education financial benefits for families and students, workforce development outcomes that will support businesses, and tax benefits for property owners. Bright Futures is a powerful example of how positive relationships among local leaders, educators and businesses lead to positive actions that benefit everyone.

the student. Even better, there are no income criteria that would limit a family's participation.

Beyond the educational benefit, Bright Futures provides a Weld County property tax offset that benefits all property owners – com-

mercial, industrial and residential – while at the same time helping underwrite this countywide post-secondary education benefit. The program is funded by donations, which come with a 50 percent credit toward your Weld County property tax bill.

Bright Futures complements other existing programs that support post-secondary education including the Aims College Promise, Greeley's Achieving Community Excellence/G.Town Promise Youth Leadership Summit and Summer Internships, along with School District 6's Career Pathways Program. All of these have their own set of benefits. And Bright Futures is the icing on the cake for Greeley and all of Weld County.

Bright Futures already has gained endorsements from numerous local businesses and residents. Now it's time to share the details about the program so that everyone understands how they can take advantage of its dividends.

Barbara Kirkmeyer chairs the Weld County Board of Commissioners. Tom Norton is mayor of Greeley.

FROM THE WEB

Below is a sampling of comments on recent online content at BizWest.com. To see the original comments and add your own, search for the headlines on our website.

Story: "Toll rates set for U.S. 36 express lanes," Oct. 14

Commenter: Jeffrey Gass

"Moving here from NYC, when ez pass first came out they also charged for the transponder and it was changed to free since you have a minimum balance on everyone's account. I can guarantee the amount of cars and families having them will increase significantly and if you have \$10.00 for each account at a minimum at your disposal, since the account always replenishes at that level for the occasional user, just think how much money you have guaranteed on hand at all times. Until my transponders are free you will not see me as a customer"

Commenter: Bob Forshay

"Now that this hwy is nearly completed, and the toll lane is in place, I'd really like to see the speed limit raised to a more appropriate max AND enforcement to keep all the slower traffic to the right, not using the passing lane(s), for continuous travel. This REALLY blocks up congested traffic severely. Making the speed a tad higher and educating drivers to how to properly use the road ways would go a long way toward reducing congestion.

Speed limit of 55 has some people driving 45 causing congestion that is hard to get around.

"Another point of education is ON ramp and OFF ramp. Speed UP fully before entering traffic so On ramp traffic is not taking

right of way from traffic in motion at speed. When exiting, exit first, then brake AFTER leaving the traffic lanes. Too many drivers must think they are driving on the neighborhood streets and these roadways are HIGHWAYS designed for continuous flow."

Story: "Spat between Colorado multiple-listing services draws ire of real estate agents," Oct. 15

Commenter: JD

"This is clearly a misguided attempt by REColorado to force agents to join their MLS and increase their bottom line. IRES wants to share ALL of their data with REColorado subscribers and yet REColorado forces IRES to delete years of important and relevant data in order to continue limited data sharing. This aggressive strategy has the potential to harm the livelihood of local agents and appraisers which will ultimately end up harming consumers. With how accessible information is nowadays and how cheap it is to collect and store data what sense does it make to go back to a technology agreement from 2003?"

Commenter: Leanne

"I do not foresee much changing between the two companies and that this problem can be turned into an opportunity for the savvy agent. I've been a member of both MLS systems for quite some time. I have to be based on my location in Lafayette which is so close to the line in Broomfield between systems. I tell my clients they will be listed in both MLS systems for maximum exposure on the two public facing websites that they each publish privately on (REColorado and ColoProperty.com). I've also perfected my skills at exporting the data from each MLS system to compile statistics based on the exports from each system. Granted its rather annoying to pay for both systems and to have to go back and forth between them. But hey,

if it was easy everyone would do it. I've heard there are regions on the East Coast that have 10-13 MLS systems so I'm going to count my blessings!"

Commenter: Paul

"RE Colorado's attempt to control the free flow of information is short sighted and will be short lived. Google is getting into the game and soon enough all this vital information will be available to everyone agents and consumers alike. The rules of engagement have changed."

Story: "Boulder startup Silvernest launches roommate-matching service for baby boomers," Oct. 21

Commenter: Mary Lou Van Teylingen

"What a fantastic service! It is long overdue."

Story: "State regulators shut down Colorado HealthOP," Oct. 16

Commenter: Dani Korkegi

"So, remind me again. O-Care was introduced to 'assist' 15-18% of the population that were uninsured at what would appear to be the expense (literally) of 82-85% of the population? What O-Care has done is result in even more spiraling healthcare costs, the retirement of great doctors (who don't want to deal with the seemingly insurmountable and illogical changes) and significant premium increases for those 82-85%. It's now cheaper to pay retail pricing for doctor's visits and prescriptions as well as the penalty. I and my like-minded colleagues are sick over this. Pun intended."

Commenter: Asok Asus

"And yet another element of Obamacare collapses right on schedule – as widely predicted years ago by we conservatives, back when no one would listen to us and the

media refused to promote anything but uninformed and wildly optimistic BS, and shut us out of the public discussion."

Story: "Cupboard's not bare: After 42 years, iconic Fort Collins kitchen store still cooking," Oct. 16

Commenter: Deb Zemke

"Great article and great store. I relate to Amy. We live in Iowa and when we visit my nephew in Windsor, the Cupboard is a must stop! Glad to see there will soon be an online store."

Story: "Region's September unemployment rates hit 15-year lows," Oct. 20

Commenter: Bryan M Van Eaton

"The reported numbers – the government's U3 rate – lead to some distortion as the number of full time equivalents are not the same as in the past. Once, if you lost a full time job you usually got a full time job as a replacement. Under present calculation methods, part time jobs (in some other jurisdictions as few as 10 hours a week) count as employed for purposes of this rate calculation. It would be more representative if BizWest would write a front page article describing how each of the six – that's right, six – different unemployment rates are calculated, with some emphasis on U6 (currently about 10% nationally). Perhaps showing how the decline in workforce participation rates skews these numbers would be a good idea. It wouldn't hurt to also show that other organizations – such as Gallup – compute the same rate classes with results that are significantly less rosy than those computed by the feds. I'm reminded of Mark Twain's observation on the three kinds of lies – lies; damned lies; and statistics."

BizWest presents

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BOULDER VALLEY

REAL ESTATE CONFERENCE

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Doors open at 8 am

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University Memorial Center, 1669 Euclid Avenue Boulder, Colorado

Early Bird Price until Wednesday, October 21: \$49
Regular Price begins Thursday, October 22: \$59
At the door price: \$69

AGENDA



**Register for 6
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9:00 to 10:15 a.m.



Residential Forecast: What do the latest numbers tell us about the residential market in the Boulder Valley? We'll examine sales numbers, listings, average and median prices and much more.
D.B. Wilson, Re/Max of Boulder



Commercial Forecast: Office, retail and industrial space is filling up throughout the Boulder Valley. We'll take a look at major developments and sales, as well as the latest vacancy and leasing statistics.
Lynda Gibbons, Gibbons-White Inc.

10:30 to 11:30 a.m.

Icons of Real Estate: Development, investment and ownership of commercial real estate require knowledge, instinct and strategic thinking. So how do the region's commercial experts do what they do? Ask questions of the Boulder Valley's top real estate developers, investors and owners in this first-of-its-kind panel of leaders in commercial real estate.



Stephen Tebo,
Tebo Properties



Becky Gamble,
Dean Callan & Co.



Lynda Gibbons,
Gibbons-White Inc.



Lou Dellacava,
LJD Enterprises

10:30 to 11:30 a.m.

Top Reasons There's No Inventory: Homes buyers are shocked — and sellers elated — at soaring home prices in the Boulder Valley, driven by extremely low inventories. We'll take a look at some of the root causes of the lack of inventory, how Realtors are responding, and what it means for the mix of housing and residents in the Boulder Valley.



Kelly Moye,
Re/Max Alliance



Duane Duggan,
Re/Max of Boulder



Jay Kalinski,
Re/Max of Boulder

11:45 a.m. to 1 p.m. - Keynote addresses



The View from Washington: What are national trends for the mortgage and housing markets and the outlook for the economy overall, and how will that compare with Colorado and the Boulder Valley?

Paul Bishop, vice president of research, National Association of Realtors



The View from Denver: Colorado's housing market has been white-hot. What do the numbers show for the state, and what is the outlook for 2016?

John Covert, regional director, Colorado/New Mexico Metrostudy

1:15 to 2:30 p.m.

Breaking Ground: Communities throughout the Boulder Valley are seeing a wave of new commercial construction, with some projects in the planning stage and others already emerging from the ground. Our panel of development directors will provide a complete rundown of the region's top projects. This panel is a huge hit year after year!



Aaron DeJong,
economic development director,
City of Louisville



David Driskell,
executive director of
community planning and
sustainability, City of Boulder



Paula Mehle,
economic-development
coordinator, Town
of Erie



Karen J Westover,
AICP, planning and
building director,
City of Lafayette



Dave Shinneman,
acting community
development director, City
and County of Broomfield



David Starnes,
redevelopment &
revitalization manager,
City of Longmont

1:15 to 2:30 p.m.

Market Movers: Let's face it: Demographics drives everything. Population determines the need for transportation, housing, office space, health care, schools, communications and higher ed. Colorado State Demographer Elizabeth Garner will set the stage with the latest numbers for the Boulder Valley, with our panel of experts providing insights into what's being built to accommodate new people moving in.



Cindy DeGroat,
Colorado State
Demographer



Audrey DeBarros,
36 Commuting
Solutions



Frances Draper, vice
chancellor for strategic
relations, University of
Colorado Boulder



Bruce Messinger,
superintendent,
Boulder Valley
School District



Robert Vissers,
CEO, Boulder
Community Health



Tom Roiniotis, general
manager, Longmont Power &
Communications (NextLight)

2:45 to 3:45 p.m.

Politics and Policy: Political decisions present huge challenges for business, including the real estate and development sectors. Our panel will debate some of the latest policies and proposals that have surfaced in Boulder, presenting both sides of the growth/anti-growth issue.



George Karakehian,
Boulder City Council member



Sam Weaver,
Boulder City Council member



Bob Greenlee,
former Boulder mayor



Chris Wood,
publisher & editor, BizWest



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