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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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Downtown Rebound

New developments to bring new life to Greeley's center. PAGE 10

Pam Bricker, executive director of Greeley's Downtown Development Authority, said several large projects coming online in downtown Greeley "can serve as a catalyst to draw more interest to downtown and more revitalization."

JOEL BLOCKER/FOR BIZWEST

BOULDER

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Northern Colorado Economic Forecast
 January 27, 2016
 The Ranch, Loveland

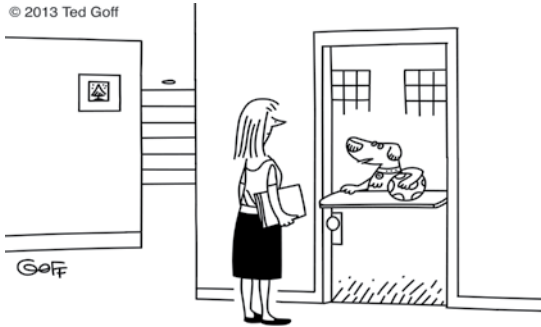
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■ Boulder Valley Forty Under 40

Coming in February

QUOTABLE

“The way the draft is written ...you can have 1.5 years of constant industrial noise.”

Matt Sura, on the Colorado Oil and Gas Conservation Commission proposed new rules. **Page 8**

CORRECTION

A story posted on BizWest’s website May 1 about Missouri-based VanTrust Real Estate LLC incorrectly stated that VanTrust had developed other buildings in the Interlocken Advanced Technology Environment business park in Broomfield. This is VanTrust’s first development in the park.

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Construction is under way at Avago's Harmony Road facility in Fort Collins. The expansion will add more than 120,000 square feet of space to the current 1.2 million square-foot building.

Avago, Fort Collins growing together

By Elizabeth Gold
news@bizwestmedia.com

FORT COLLINS — In November, the third largest primary employer in Fort Collins announced that it has purchased an additional site for manufacturing operations in Eugene, Ore.

"We were told that Eugene would not impact expansions in Fort Collins," assured a spokesperson for the city of Fort Collins.

As economic policy and project manager, SeonAh Kendall focuses on business retention and expansion of primary employers for the city. Her work includes helping businesses be successful in ways that benefit both the company and Fort Collins.

The success of Avago Industries, a semiconductor designer, developer and supplier, has benefited the local economy in numerous ways. One of the company's latest boosts, for example, is a plan to spend \$57 million for an expansion.

The building permit was issued this summer to start construction, according to Noah Beals, senior planner-zoning for the city.

The result will be an addition of 121,767 square feet to Avago's current 1.2 million-square-foot facility

at 4380 Ziegler Road. The new space will include a one-story warehouse connected to a three-story building, which would contain offices and a non-hazardous clean-room testing space.

It also will include a link to one of the existing buildings and a connecting bridge, according to Beals.

Purchase of the new plant site in Eugene actually is in line with how well Avago Industries is faring in the marketplace. The company's profit and loss statement shows a worldwide revenue of \$6.82 billion for 2015 – a growth of \$2.56 billion over 2014.

Its net revenue for the fourth quarter fiscal year 2015 was \$1,840 million, an increase of 6 percent from \$1,735 million in the previous quarter and an increase of 16 percent from \$1,590 million in the same quarter last year.

Avago's cash balance at the end of the fourth fiscal quarter was \$1,822 million, compared with \$1,354 million at the end of the prior quarter.

At the rate its going, Avago's revenue for the first quarter of fiscal year 2016 is on target for a projected \$1.8 billion.

Avago (Nasdaq:AVGO), which has co-headquarters in Singapore and San Jose, Calif., designs, develops

"Avago is a good partner with the city, Its employees are active in the community and contribute back into it."

SeonAh Kendall, city of Fort Collins

and supplies analog, digital, mixed-signal and optoelectronics components. That market includes making microchips for cell phones.

The company employs 8,400 employees globally and about 1,300 in Fort Collins.

Primary employers create products or services that are principally sold outside of the region. In Fort Collins, Avago exports at least 50 percent of its goods.

The benefits of primary employers include generation of new money and profits. Primary jobs create disposable income that feeds local retail, entertainment and service sectors.

Primary employers don't include government, education and health fields, Kendall added.

The top primary employer in Fort Collins is Hewlett-Packard, with

Woodward, Inc. second.

Avago was once part of Agilent Technologies, which spun off from Hewlett-Packard in 1999. The company went public in 2009 after incorporating in Singapore.

"Avago is a good partner with the city," Kendall said. "Its employees are active in the community and contribute back into it."


Avago's local workforce volunteers with nonprofit organizations such as United Way and also works with science, technology, engineering and math (STEM) initiatives in local schools.

In a win-win exchange, the city of Fort Collins negotiated two incentive packages for Avago. Those packages have included two expansions.

The expansions and retrofits covered a new wafer fabrication facility and added space for a clean-room facility in 2011 and 2012. The manufacturing use tax rebates came to a little more than \$1 million, according to Kendall.


Avago also receives a rebate over a 10-year period of up to half the city's portion of the business personal property tax on manufacturing equipment. That amount is capped

Please see **Avago**, page 4



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Avago, from 3

at \$3.8 million.

In exchange, the company initially agreed to hire a certain number of employees with a certain range of salaries, Kendall said. The two packages required a total of 227 jobs, which include operator, engineering and technician positions.

“The employment numbers have been exceeded,” Kendall said.

In comparison with its 1.2 million (and growing) square footage in Fort Collins, the property Avago is purchasing for \$21 million in Eugene is 1.2 million square feet.

The site is a 17-year-old Hynix semiconductor factory that was shut down in 2008.

“The facility has been vacant for about eight years, so we couldn’t be more excited for a company of the quality of Avago to purchase and use it for its intended purpose,” said Dave Hauser, president and chief executive of the Eugene Area Chamber of Commerce.

While neither the details of how much Avago will invest in getting the Hynix site up and running nor how many jobs the new plant will offer the area have been spelled out, Eugene is looking forward to a boost to its economy.

“Our understanding is that the planning, design and implementation for this facility is an intricate process,” Hauser said. “But the facility may be available for production by late 2017 or early 2018.”

The new facility will be used by Avago’s wireless semiconductor division to manufacture components used in mobile phones. This plant will be the second production site for the division headquartered in San Jose, which also utilizes the manufacturing site in Fort Collins.

The Hynix site is in Eugene’s enterprise zone. That area allows a three-year property tax abatement for companies that add to local jobs and capital investments.

Avago’s growth comes from a variety of sources, including mergers and acquisitions. The company bought one of its primary competitors, Broadcom, in a cash and stock deal that totaled about \$37 billion, and will adopt the Broadcom name. The acquisition, the biggest technology acquisition to date, is expected to close in the first quarter of 2016.

One of the benefits to Avago in making the acquisition is that it will help the company lower the cost of manufacturing and stretch its reach.

In May 2014, Avago also acquired LSI Corp. in an all-cash transaction valued at approximately \$6.6 billion. The acquisition expanded Avago’s product offerings and added expertise to its wired infrastructure market.

Additional deals Avago has made include the acquisition of storage networking technology leader Emulex for about \$606 million on Feb 25.

Avago company officials were not available for comment.




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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

Justices mull Longmont, Fort Collins fracking curbs

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.

DENVER — The Colorado Supreme Court was to hear oral arguments Dec. 9 both on Longmont's fracking ban and Fort Collins' five-year moratorium. Decisions on the two cases, likely to come out next year, will have a major impact on determining how much authority, if any, cities in Colorado have to ban hydraulic fracturing, which involves pumping water mixed with sand and chemicals into a drilled hole to retrieve oil and natural gas from shale deep underground. The Longmont case concerns a 2012 voter-imposed ban on fracking, while Fort Collins' case covers a five-year moratorium placed on fracking by that city's voters in 2013. Both bans were struck down by district court judges in Boulder and Larimer counties, with those courts concluding that the resolutions were pre-empted by state law.

Posted Dec. 7.

Brickstone to renovate Cavalier Apartments

BOULDER — Denver-based development firm Brickstone Partners closed recently on the \$43.1 million purchase of the Cavalier Apartments in Boulder, with plans for extensive renovations of the property. An application filed with the city for a "non-conforming use review" shows that the renovations would include converting 84 one-bedroom, one-bathroom units to two-bedroom units and converting 12 two-bedroom, one-bathroom units to three-bedroom, two-bathroom units. Brickstone, led by Dan Otis, is part of the development team that is building a 300,000-square-foot campus for Google at the southwest corner of 30th and Pearl streets in central Boulder.

Posted Dec. 8.

'Pro Camp' targets experienced entrepreneurs

BOULDER — Targeting experienced entrepreneurs who need to "refresh their toolkits," Ignite Lab and Boulderpreneurs have launched online registration for Pro Camp, an immersive weeklong professional-development boot camp to be held at multiple locations in Boulder.

The five-day program will take place Feb. 1-5 at Crispin Porter + Bogusky, the University of Colorado and the Highland City Club.

Posted Dec. 7.

Sierra Nevada delivers 11 satellites for launch

LOUISVILLE — Sierra Nevada Corp. has delivered 11 satellites made at its Space Systems Division in Louis-

NEWS DIGEST

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ville to a launch site at Cape Canaveral Air Force Station in Florida. The satellites were made for ORBCOMM as part of its Generation 2 (OG2) satellite

constellation and will be incorporated into ORBCOMM's global machine-to-machine communications network that helps provide tracking, monitoring and control services for remote and mobile equipment for industries including transportation and distribution, heavy equipment, oil and gas, maritime and government.

Posted Dec. 2.

Public views sought on vacation rentals

ESTES PARK — Larimer County officials want to hear public views

on proposed changes to vacation-rental regulations in the Estes Valley Plan area. A working meeting has been scheduled from 9 a.m. to noon on Saturday, Dec. 12, at the Estes Park Events Center, 1125 Rooftop Way in Estes Park. The meeting will feature an update on the proposed amendments and small working-group discussions. Information gathered at the meeting will be summarized and presented to Larimer County Commissioners and the Estes Park town staff.

Posted Dec. 2.

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Practical magic

CodeCraft boot camp latest BDA tech move

By Jeff Thomas

news@bizwestmedia.com

BOULDER — Bruce Borowsky and Zach Daudert weren't thinking this far ahead when they co-founded Boulder Digital Arts almost 12 years ago. "He was a web developer, and I was a filmmaker," said Borowsky about their initial training session. "We offered a party and workshop (on using Final Cut Pro) and more than 120 people came.

"It was all about teaching practical skills (using emerging technology). People were really interested in that, and we had so many friends who were amazing at that."

From there the duo began hosting evening training sessions about once a week, on technology software such as Photoshop and Illustrator, or web design and digital filmmaking. The sessions often were held at the Masonic Lodge, but also traveled from locale to locale, meaning Borowsky and Daudert often were packing up and moving the presentation hardware along with coolers of food, beer, wine and soda.

"We started calling ourselves the BDA Catering Company," Borowsky joked.

But after nine short months, the duo decided it was too much work for a truly part-time lark, threw in \$300 apiece to turn their nonprofit into an LLC and started to expand. Since then, the firm has turned up almost every year on the BizWest list of fastest-growing companies, the Mercury 100. Last year it had revenues of about half a million dollars.

Once-a-week sessions have turned into multiple sessions most every week, with more hands-on instruction augmenting those demonstrations and four- or five-day certification programs coming on board. BDA started leasing its facility at 1600 Range St. in 2009, growing it from 3,000 to 6,000 square feet a couple years later. It just announced the acquisition of another 1,000 square feet in the same building.

But behind it all is a remarkable ability to keep pace with the rapidly changing technology curve. Daudert said employing professionals working in tech arenas as instructors has helped set BDA apart from other instructional organizations.

"The technology and the tool sets are going to change very often," he said. "Knowing how to use the tools and why are key."

So is knowing where and when to step forward.

BDA has just initiated one of its most ambitious moves to date, with the



JONATHAN CASTNER/FOR BIZWEST

Bruce Borowsky helped turn training sessions into a profitable company.

introduction of CodeCraft, a 10-week boot camp on mobile-first web design, focused on both browser- and server-side javascript and largely based on the Twitter Bootstrap 3 software stack. But it covers almost all the elements a mobile developer would require – including HTML5, CSS, AJAX, JSON, SSH/FTP, jQuery, Node.js, Angular.js, Express.js, MongoDB and SQL – but also focuses on user interface and, in general, becoming a focused programmer.

CodeCraft will be a sister company to BDA, with its own LLC, but its roots and corporate mission will be immersed in the original company. Borowski said the reasoning to have two companies mostly revolved around branding a fairly revolutionary product, but new team members said the focus on training specifically for job-related skills remains at the heart of CodeCraft.

"I think the key thing is we are always iterating our curriculum. We need to be very agile to keep up with the latest tools and technology," said Bill Adkins, campus director for CodeCraft. As with most people involved with BDA, Adkins came straight out of the Boulder tech startup community at Gnip, a social media data accumulator that recently was acquired by Twitter.

"Obviously, technological change with web and mobile development is really rapid," Adkins said. "It's very important to us that students are learning what they will be exposed to in their jobs."

Also coming on board as a CodeCraft co-founder is chief financial officer James Graham, president of Boulder Business Advisors, CPA, PC in Boulder

and San Diego.

Part of the focus here, the founders said, is to look for potential franchising opportunities down the road.

Currently the first CodeCraft class is set to graduate Tuesday, Dec. 15, and their craft will be on display for potential employees at a graduation event.

DBA made a similar move two years ago in Sarasota, Fla., combining forces with a co-working space, but Borowski and Daudert said that really amounted to more of an experiment than an investment. While the secret to replicating DBA's success seems to be a critical mass of very creative technologists combined with a great need for that training, CodeCraft appears to be something that can be specially constructed for very exacting industry needs, perhaps more viable in many more markets.

"CodeCraft instructors are part of a team, not contractors," said Adkins, noting that instructors are chosen by their depth of practical skills, especially in open-source coding.

CodeCraft courses are starting at around \$9,500, which Borowski pointed out was extremely reasonable compared with similar programs.

In that respect, the new company doesn't veer far from the course set by DBA 11 years ago, where memberships always have remained at \$45 annually.

Importantly both Borowski and Daudert remain active in their chosen professions, along with running DBA and now CodeCraft, and both seem to like it that way.

"If we were better business people, we could make more money," Daudert said. "But teaching people how to leverage technology is where we came from, and where our true motivation lies."

NEWS&NOTES

State-highest apartment rents creep up again

Even though rents fell slightly statewide, Boulder remained Colorado's most expensive city in which to rent an apartment in November, according to figures released by San Francisco-based Apartment List.

The average rent for a two-bedroom apartment in Boulder rose to \$2,030 in November, up from \$2,000 a month earlier, according to Apartment List's data, which is drawn from several hundred thousand monthly listings on its website. The city at the base of the Flatirons also had the most-expensive rents for a one-bedroom apartment, averaging \$1,530 a month, even though that was down slightly from the \$1,570 reported in October.

Spectra Logic approved for \$15,000 in incentives

Spectra Logic Corp., a designer of computer data-storage hardware, has been approved to receive up to \$15,000 in rebates on fees and sales- and use-taxes from the city of Boulder.

The city's rebate program supports Boulder's economic vitality by encouraging primary employers that have a positive impact on the community to remain and expand in the city.

Spectra Logic was founded in Boulder in 1979 by Nathan Thompson, who serves as the company's chief executive. The company designs, develops and produces computer data-storage hardware, and has products installed in 72 countries. Spectra Logic is one of Boulder's largest employers with more than 450 employees and plans to continue growing over the next several years.

To receive a rebate, companies must meet social, community and environmental sustainability guidelines. The city, in a prepared statement, said Spectra Logic exceeds the minimum guidelines through its commitment to sustainability. The company extensively volunteers time and money for local organizations including the Emergency Family Assistance Association and Habitat for Humanity, is a member of Partners for a Clean Environment, supports diversity in the workforce, and pays an above average wage to its full-time employees.

Array CFO steps down months after hiring

New chief financial officer Patricia Henahan notified Boulder-based Array Biopharma (Nasdaq: ARRY) that she will resign effective Thursday, Dec. 17, slightly more than three months after she was hired as the permanent replacement for longtime CFO Michael Carruthers. David Horin, who served as interim CFO in between Carruthers' February departure and Henahan's September hiring, has again been named interim CFO by Array, which develops cancer drugs.

Horin will serve in the role pursuant to an agreement with Chord Advisors. Horin is a managing partner of Chord. Array will pay the company a monthly fee of at least \$20,000 for Horin's services.

Array earlier this month signed a commercialization deal with France-based Pierre Fabre Oncology related to Array drugs binimetinib and encorafenib. The deal, which gives Pierre Fabre the right to commercialize the drugs in Europe and Asia, among other regions, included a \$30 million payment up front for Array, as well as up to \$425 million in future milestone payments and royalties on sales.

Boulder's economic vitality weathers the storms

Much has changed in Boulder's economy since the Great Recession of 2007-09 – so much so that it's worth highlighting some of the most notable economic advances in recent years.

The Boulder Economic Council, the economic vitality arm of the Boulder Chamber, has been monitoring trends in Boulder's economy for nearly two decades. We track key economic indicators throughout the year and over time. For example, at the end of 2010, Boulder County's unemployment rate was 7.1 percent; today it's 2.6 percent. The median price of a single-family home in 2010 was \$535,000 and today it's \$735,000. Commercial real estate vacancy rates are half or less than they were in 2010: Office vacancy rates were 10.2 percent five years ago, and today they're 4.3 percent. Retail vacancy rates were 7 percent then, and today just 1.8 percent. Industrial vacancy was 7.4 percent and now 2.6 percent.

These trends reflect economic activity that makes the Great Reces-



BOULDER VOICE
CLIF HARALD

sion seem almost like ancient history. Drill a little deeper and the stories about business expansions, acquisitions and investments put a more recognizable face on recent changes in Boulder's economy. Companies such as the Zayo Group, Rally Software and Nivalis Therapeutics went public through IPOs, raising more than a half billion dollars in equity. Twitter, CA Technologies Hain Celestial and Boulder Brands acquired local startup successes Gnip, Rally Software, Rudi's Organic Bakery, and EVOL Foods, respectively. Uber purchased Microsoft's Bing mapping divisions in Boulder and Longmont. After acquiring startup company @ Last Software nearly a decade ago, Google recently announced plans to expand significantly its campus in Boulder. In September, AstraZeneca closed on its acquisition of Amgen's large laboratory facility by the Boulder airport.

Boulder is perhaps best known as a startup capital, and even during the recession, inspired and persevering entrepreneurs kept innovating and starting new companies. In 2011, the Ewing Marion Kauffman Foundation found that Boulder had the highest density of high-tech startups of any region in the United States – including Silicon Valley.

Our entrepreneurial ecosystem is built on entrepreneurs supporting each other through accelerators and incubators such as Boomtown, Galvanize, MergeLane, Spark Boulder, Techstars and Unreasonable Institute. Other startup resources such as Naturally Boulder, the Colorado Impact Fund, BEN Colorado and CU-Boulder's Silicon Flatirons and Deming Center for Entrepreneurship play important roles in the ecosystem as well.

Boulder's startups are fueled by venture capital and benefit from notably high concentrations of investment locally. Startup success stories such as SolidFire, sovrn, SendGrid, TeamSnap, LogRhythm, Nivalis Therapeutics, minuteKEY and many others have closed multi-million-dollar investment rounds in recent years – often led by Boulder venture capital firms. Since 2014, nearly one-half billion dollars has been invested in Boulder startups, accounting for more than one-third of all venture capital invested in Colorado last year and to-date this year.

People often ask: What makes Boulder's economy so robust? The single most important factor is our talented workforce. Boulder County has the most educated population in the nation, according to the U.S. Census Bureau, and the most inno-

vative according to Richard Florida's analysis in "The Rise of the Creative Class." Boulder's quality of place is inextricably linked to the quality of our workforce. The desirability of Boulder as a place to live, work and play attracts talented people early in their careers, such as millennials, as well as seasoned professionals, technologists, investors, entrepreneurs and others who can choose to live almost anywhere in the world.

Often overlooked in many profiles of Boulder's economy is the diversity of our industries and businesses. The pillars of our economy are industries such as aerospace, bioscience, cleantech, IT-software, natural products, outdoor recreation, research and tourism. Businesses large and small in these industries drive Boulder County's \$22 billion economy. The breadth and depth of our diversity is unusual for a community as small as Boulder and it is critical to sustaining our economic vitality.

When the next recession arrives – and its arrival is inevitable – Boulder's economic diversity may be the most important factor in how well we work through the coming contraction.

Clif Harald is executive director of the Boulder Economic Council.

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Neighbors drill deeply into new rules

COGCC draft regs meet with strident resistance at hearing

By Michelle LeJeune
news@bizwestmedia.com

DENVER — Colorado residents and citizen groups who packed a Dec. 7 meeting to testify against draft rules put together by the Colorado Oil and Gas Conservation Commission aimed at mitigating impacts of large oil and gas operations said again and again that the regulations don't go far enough.

Fears of explosion hazards were stated, then restated. Resident groups from Battlement Mesa, located between Grand Junction and Glenwood Springs, complained about noise, smell and traffic caused by oil and gas industries. Citizens from Adams, Larimer and Weld counties worried that the draft rules lowered a bar, then described in detail why they thought it was already low enough.

Meanwhile, Commission Director Matt LaPore insisted that the draft rules do what they are supposed to do: provide municipalities and residents with adequate protections against the impact of oil and gas operations while balancing the rights of surface and mineral owners. LaPore also said that if the local government and the oil and gas operator have agreement on an operation, "it's OK with us," except in cases where, for example, "if a government was fine with 40 tanks near residents; we would want to have a long conversation about that."

But even before the meeting began, many of those who joined the packed room and testified from written statements were unhappy with the draft regulations' ability to mitigate impacts.

Carl Erickson of Weld and Air Water compared the need for the commission's draft rules to contain stronger language to the football/concussion issue. "It (the

"There is no due diligence ... It is absurd to expect citizens to police oil and gas. The best layer of protection from the state would be meaningful regulations."

Shawndra Barry, Windsor Neighbors for Responsible Drilling

draft rules) doesn't give significant protection to citizens. We need to get rules in place to prevent concussions," he said.

Shawndra Barry, a Windsor dentist and the leader of the group Windsor Neighbors for Responsible Drilling, cited multiple examples in her neighborhood where the oil industry processes included a multitude of errors.

"There is no due diligence," she said. They aren't "trying to be a good neighbor."

Her most recent example involved an issue where oil and gas surveyors trespassed on her property without fulfilling the necessary "nine line items of notification before entering a property," she said. "I share this example to show the oil and gas industry that their rights do not supersede my rights. I recommend that the commission establish clearly defined rules, not tools."

Her other examples involved drilling operators that had proposed setting up shop too close to schools or homes. The most notable one was in Windsor, where after citizens' complaints, a proposed drilling site by Great Western Oil containing 28 wells and 45 tanks was relocated earlier this year from the Pace property west of Weld Country Road 13 to two different sites located in section 30, approximately one mile east of the Pace pad. While Barry's detailed study of the initial site plan called out

errors in the leasing agreements which helped promote the relocation, she said she doesn't think this kind of analysis should be her job, or the job of any citizen.

"It is absurd to expect citizens to police oil and gas," she said. "The best layer of protection from the state would be meaningful regulations."

Location and the ability to exert some kind of regulatory control over where an oil or gas operation sets up shop was a common theme in the meeting. The commission created the draft rules in part based on recommendations from Gov. John Hickenlooper's oil and gas task force, which met for about a year to come up with rulemaking to address local government collaboration with operators concerning locations for large-scale oil and gas facilities in urban mitigation areas.

But while the task force recommended that siting tools should be used to locate facilities away from residential areas when feasible, this recommendation didn't make it into the commission's draft rules. According to LaPore, the commission decided not to address setbacks because "we (already) have a siting tool now that requires multi-well sites to be located as far away as possible."

Matt Sura, an attorney representing local governments in Boulder County who served on the task force, was especially critical of the commission's decision in this area. Sura said that if the draft is passed as it is right now, "the commission will be sanctioning neighborhood drilling with unlimited numbers of tanks as close as 500 feet to an unlimited number of homes. Other states, like Texas, allow cities to put in setbacks. Colorado has none."

The commission also came under fire for not following the task force's recommendation concerning how many hours in a day an operation can make noise.

According to Sura, the task force's time-limit restriction that recognized that 24-hour operations were disruptive

"We will not approve facilities unless they include buffer zones, zero flaming or venting of gas. We put operators on notice with noise issues and ground surface water protection"

Matt LaPore, Colorado Oil and Gas Conservation Commission director

was pulled. "The way the draft is written now," he said, "you can have 1.5 years of constant industrial noise."

LaPore addressed this complaint, too, stating that "we pulled duration limits out because the industry doesn't like the idea. They say we don't have the authority to limit this."

LaPore also said, however, that one of the first considerations in the draft was that the rules be developed to the highest possible standards.

"We will not approve facilities unless they include buffer zones, zero flaming or venting of gas," he said. "We put operators on notice with noise issues and ground surface water protection. The director will consider and give substantial deference to mitigation measures or best-management practices agreed by the operator and the local government."

Still, when asked by Commissioner DeAnn Craig where the list of best management practices is, LaPore admitted that no such list existed.

Less than 1 percent of the 13 drilling and storage sites approved in the past two years were in areas that would be covered by the new rules, according to the commission's cost-benefit analysis.

COGCC's rulemaking hearing on this issue, called Recommendation 17, will continue Jan. 25 at the University of Colorado Public Affairs Terrace Room, 1380 Lawrence Street, Denver.



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“Colorado has the third highest number of wind-related jobs in the country, including 23 manufacturing facilities and more than 7,000 well-paid workers,” said Chris Gorrie, president of the Aurora-based Ecotech Institute.

Report cites growing role of wind power in Colo.

By Dallas Heltzell
dheltzell@bizwestmedia.com

Wind power generated in Colorado now supplies enough energy to power more than 674,000 homes, according to a new report issued Thursday by an Aurora-based advocacy group, the Environment Colorado Research & Policy Center.

Since 2001, its report said, wind turbines across the state have produced enough energy to reduce carbon pollution from 1.1 million cars.

The report, “Turning in the Wind,” comes as state officials determine how to comply with the Clean Power Plan, the centerpiece of President Obama’s climate action plan that sets state-by-state limits on carbon pollution from power plants and encourages clean-energy development. In Colorado, the Department of Public Health and Environment is developing a state plan to comply with carbon-reduction standards.

Release of the analysis also was timed to coincide with a push for Congress to renew tax incentives for clean energy. The credits, which have helped spur wind power’s growth over the past two decades, expired at the end of last year, and

any measure to reinstate them must be adopted before Congress adjourns for the year on Dec. 18.

Danish wind-turbine manufacturer Vestas Wind Systems A/S (OMX: VWS) manufactures wind-turbine blades and nacelles at plants in Windsor, Brighton and Pueblo. Vestas on Wednesday announced that a new customer, VR Energieprojekte Dötlingen GmbH, had ordered 11 V126 3.3-megawatt turbines for a community wind power plant in Lower Saxony, Germany, along with a 20-year service agreement. On Monday, it announced that it had received an order for 51 V-100 2-megawatt turbines and 30 V-117 3.3-megawatt turbines from San Diego-based EDF Renewable Energy.

“Colorado has the third highest number of wind-related jobs in the country, including 23 manufacturing facilities and more than 7,000 well-paid workers,” said Chris Gorrie, president of the Aurora-based Ecotech Institute. “Colorado led the nation in wind-energy manufacturing jobs in 2014 and in 2016 will see a massive push forward while the Renewable Energy Production Tax Credit is in effect.”

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JOEL BLOCKER/FOR BIZWEST

One of the many murals that can be seen through an alleyway in historic downtown Greeley.

Downtown rebound

By Doug Storum

dstorum@bizwestmedia.com

GREELEY — The slow and methodical revitalization of downtown Greeley is on the verge of picking up steam as several large high-profile projects backed by private and public investments take shape.

Foremost on the list are plans for a hotel and conference center on city-owned land backed by a group of private investors; the city's plans to construct a city hall complex on newly acquired land; Weld County's plans to improve a recently acquired property; and several private developers drawing up plans for commercial and housing projects.

"These can serve as a catalyst to draw more interest to downtown and revitalization," said Pam Bricker, executive director of Greeley's Downtown Development Authority, whose bread and butter is helping property owners in the DDA's roughly 65-block district — from Third to 18th streets north to south, and Fifth to 11th avenues, east to west. The DDA was established in 1998 by voters who live, own or lease property within the district to foster economic development through financial tools such



JOEL BLOCKER/FOR BIZWEST

A view of historic downtown Greeley from the Madison and Main building

as tax-increment financing and grant programs.

At the forefront of revitalization efforts has been Bob Tointon, the DDA's chairman since its inception, downtown Greeley property owner and a member of the Colorado Business Hall of Fame

since 2003.

Tointon, a former chief executive of Greeley-based Hensel Phelps Construction Co., bought his first property in the heart of downtown 30 years ago, and he began acquiring more properties during the past 15 years.

He has made heavy investments in two of the eight properties he owns or co-owns in downtown Greeley — the iconic Shaw and Kress buildings, home of the Chop House and the Kress Cinema and Lounge, respectively.

In the early 2000s, Tointon restored the buildings' facades to near their original state, hoping to spark more interest in downtown.

"Those were big investments, but not necessarily good investments," Tointon recalled, who wanted to right a wrong and bring back some historic charm.

"Previous owners, in an effort to clean up those buildings, really botched it by adding stucco surfaces to bricks, knocking off cornices," he said.

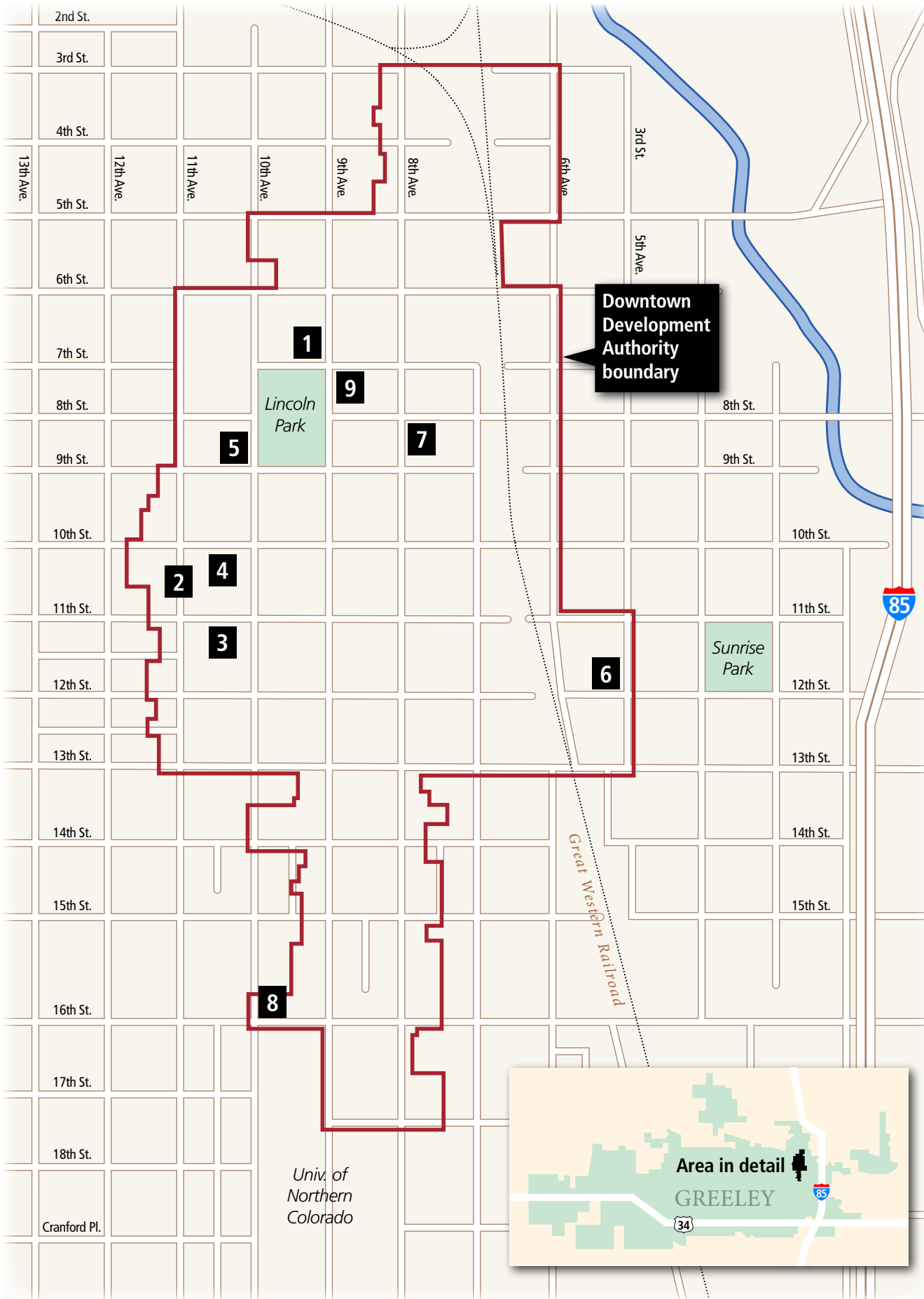
Tointon said business in those buildings is still a bit sluggish.

"They're doing OK, but we'd like them to do better," he said.

Tointon, 82, is ready to pass the baton.

"I'm kinda tapped out. I don't have the appetite for any more major projects."

But his restoration efforts haven't gone for naught — a growing cast of businesspeople have picked up the torch. Along the Eighth Street corridor, new businesses recently have popped up, including the Brix Taphouse and Brew-



ery, Right Coast Pizza and Hearne's Fine Goods, leaving only one available space on that plaza.

Bricker said the owners of the Lincoln Park Emporium are expanding the size of that business within the building that overlooks Lincoln Park at 822 8th St, and the owners of the Rio Grande Mexican Restaurant are working to improve that building at 825 Ninth St.

"These minor projects still help overall," Tointon said. "Many believe the hotel can add additional energy to what's already going on."

Hotel and conference center

Although a contract has yet to be signed, the city and Hensel Phelps, which was one of two companies that responded to a request for proposals on behalf of a group of private investors, are working on plans for the most significant project — a hotel and conference center at 919 Seventh St. Bricker is studying the feasibility of the DDA extending tax-increment-financing assistance to the investors whose names have yet to be made public.

"We're glad we have the home team working with us on this," Bricker said.

Becky Safarik, Greeley's assistant city manager, said in late November that the city and Hensel Phelps are "still plowing through a number of development components. ... We expect a daylighting of the design and the framework of the 'deal' by early January."

Safarik said renderings of the hotel are being reviewed by staff and won't be shared with the public until the city council and the DDA have had a chance to view them.

The city wants to redevelop about 80,000 square feet of land it owns that takes up the southern half of a city block between Ninth and 10th streets. That area, known as the Lincoln Park Annex, currently houses city council chambers, a 198-space parking lot and bus-transfer site. Council chambers and the bus-transfer site are currently being relocated. The north half of the block has a municipal building that will remain intact.

The city would like to see a hotel of approximately 150,000 square feet and 150 to 200 rooms with about 5,000 square feet of conference space that would include 2,000 square feet of breakout meeting space.

The city is expected to retain ownership of the land and will enter a long-term lease with the hotel owner/operator that allows a shared-parking arrangement between the hotel and the city.

The surrounding area has a fire station, municipal court building, library and city administrative offices to the north; a park, churches, county government building plus office and retail stores to the south; retail, office and parking to the east; and a public recreation center, senior center and civic auditorium to the west. The fire department likely is being moved to a property the city recently acquired from Safeway at 1122 11th Ave.

A new city hall complex

The city intends to move City Hall from its iconic Round Building at 1000

On the drawing board

Projects in downtown Greeley are in various stages of planning.

Project	Location	Description	Planners/Developers	Status
1 Hotel and conference center	919 Seventh St.	150 to 200 rooms, 5,000 square feet of conference space	Private developers leasing land from city	Proposed
2 City of Greeley office complex	10th and 11th streets along 11th Avenue	Construct new city hall complex	City of Greeley	Proposed
3 Greeley Fire Department	1122 11th Ave.	Move fire department HQ		Pending
4 Lincoln Park Library	1000 10th St., city's Round Building	Move from 919 Seventh St.		In study stage
5 Masons	829 10th Ave.	Conversion of Masonic Lodge into restaurant, events center	Drs. Maurice Lyons, Christopher Michael	In planning stage
6 Ice House Lofts	517 12th St.	58-unit apartment complex; Restoration of historic building plus new construction	MW Development Enterprise LLC	In planning stage
7 Jerome Building	800 Eighth St.	Revitalization of existing commercial building	Jim Mokler	In planning stage
8 Farmer's Pantry	931 16th St.	Organic farmers market and kitchen	Todd Doleshall, Glen Cook	Open while redeveloping interior of Old Book Shop building
9 Chase Plaza	804-822 Seventh St.	Interior renovations to accommodate Weld County employees	Weld County	Near completion

Source: BizWest research. BizWest graphic

Please see **Greeley**, page 12

Greeley, from 11

10th St. to a new location within the next two to three years.

The city has been acquiring land within the block west of City Hall, where it wants to build a complex to consolidate the city's 800 employees that now are housed in five separate buildings scattered throughout downtown.

That block consists of the City Hall Annex building at 1100 10th St. and several other properties. The city, through its Greeley Urban Renewal Authority, recently acquired five properties in that block.

Recent land purchases were for 1111 11th St., 1115 11th St. and 1015 11th Ave., along with purchases of Weld County School District 6's property at 1121 11th St., and Ten Sleep Investment Group LLC for 1011 11th Ave.

Safarik said having employees spread out has "compromised customer service. ... Together, we can be much more efficient." She said the city has hired an architect and will be conducting planning sessions with citizens, the designers and city staff to determine what the city complex will look like.

The county and Chase Plaza

A year after Weld County's purchase of the Chase Plaza building at 804-822 Seventh St., some county employees will move in early next year to be closer to the county courthouse at 915 10th St.

Existing tenants of the building are not being forced out, but the plan has started businesses leasing space to look for new quarters elsewhere.

The county paid \$5.5 million for the property as part of a long-term plan to form a judicial complex in the downtown area, and it has been remodeling the interior to accommodate its employees. The county has been holding funds in capital reserve to acquire tracts around the historic Weld County Courthouse as part of a strategy dating to the mid-1980s.

The Chase Plaza, which had sold in 2008 for \$9.95 million, will provide the county with 119,875 square feet of office space, plus parking for future county use.

Library on the move?

The first steps are being taken to secure a tenant for the city's Round Building. The nonprofit High Plains Library District is studying the feasibility of converting the Round Building into a library, where it would move its Lincoln Park Library currently located on city-owned property where the hotel and conference center would be built, which also houses Greeley Municipal Court and headquarters for the Greeley Fire Department.

Safarik said it would make sense to move the court to the new complex and put that property and the library building site on the open market for private redevelopment.

The library district currently leases space for the Lincoln Park Library from the city for \$10 per month, said Janine Reid, director of the High Plains Library District, which oversees seven libraries in Northern Colorado, including Lincoln Park.

The library district received a \$15,000 grant in August from the State Historical



JOEL BLOCKER/FOR BIZWEST

Robert Tointon, chairman of the Greeley Downtown Development Authority, stands in front of three of the eight buildings that he owns or co-owns in historic downtown Greeley. Tointon bought his first property in downtown 30 years ago and has been at the forefront of efforts to revitalize the area ever since.

Fund for a historic-structure assessment. The district has hired Denver-based architecture firm Slaterpaull/Hord Coplan Macht to conduct the study that is expected to be completed by the end of this year.

Safarik said the city would like to see the library in the Round Building, but if a deal falls through, the city likely would put the building on the market. "We've received inquiries about the building from private parties," she said.

The two-story, 28,228-square-foot Round Building was constructed in 1967 by Hensel Phelps and opened in 1968 as the Weld County Bank, with additional occupants including the National Sugar Beet Growers Federation, the Mountain States Beet Growers and several small businesses. It later became home to United Bank of Greeley that in 1987 merged with Norwest Bank.

The city of Greeley acquired the building for \$1.6 million in 1987, and interior offices were renovated to accommodate city employees.

Other projects in the DDA district are in the works.

Mokler revitalizing Jerome Building

Jim Mokler, 63, an investor based in Fort Collins and retired real-estate agent, recently purchased the Jerome Building at 800 Eighth St. Calling it a "tired" 51-year-old building, Mokler plans to redevelop it for office and retail tenants.

The three-story Jerome Building, built in 1964, originally housed a Hested's Department Store, which included a cafeteria. Hested's closed its Colorado stores in 1976, and the building was renovated in the early 1980s to become 100 percent office space — but has had few updates since then, Mokler said.

"It was kind of tired and let go," Mokler said. "I'm bringing some money to the table. I'm a value-add guy. I know how to

fix stuff up. I want to revive it, give it some new life, modernize it. I think people are going to like what they see."

Currently 80 percent leased, the building's tenants include a Colorado Department of Corrections parole office, plus offices for Lutheran Family Services and Senior Resource Service. Mokler said he is working with the current tenants but also has been talking with retailers including coffee-house and fast-casual restaurant chains, and is working on landing a law firm to lease 3,000 square feet.

"Previous owners, in an effort to clean up those buildings, really botched it by adding stucco surfaces to bricks, knocking off cornices."

Robert Tointon, Greeley Downtown Development Authority chairman

Mokler said he's excited about the "cool vibe going on downtown" and the building's location, since there's "very little office space around." Its neighbors include the new \$10 million "Ice Haus" building, the Greeley Museum and the Downtown Center

Gallery. A walking mall and the Weld County Courthouse are nearby.

"Right now, this is my new baby, my new focus," Mokler said. "This will be fun."

Doctors to the rescue

A pair of doctors have purchased the historic Masonic Temple building at 829 10th Ave., with plans to convert it to a restaurant and events center 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 Colorado in May.

The building was designed by William Bowman for Greeley's Masonic Lodge in 1927. Architectural features include a gable roof with a shaped parapet wall and circular windows and pilasters — attached columns — on the east elevation.

The three-story building has 3,810

square feet of space on each of the first two floors and a 644-square-foot loft on top.

Lyons said work first will begin on the second floor that will house the events center.

"We envision renting it out for high school prom functions, high school reunions, banquets, wedding receptions, business gatherings. ... It won't have a kitchen, but the events can be catered," he said.

Lyons and Michael want to create a tapas bar on the first floor, which they expect to build and open after the events center is up and running. Tapas are Spanish cuisine and include a wide variety of cold and hot appetizers and snacks.

Farmers getting involved

Todd Doleshall and Glen Cook, goat farmers in Eaton, recently opened The Farmers Pantry at 931 16th St. in the old Book Stop building. In addition to selling product from farmers in the area, Doleshall and Cook plan to open a kitchen in the 1,800-square-foot space.

"We passed inspection in November," Doleshall said. "We have a slim inventory now, but next season, we'll have product from about 10 farmers in the area."

In March, Doleshall and Cook plan to apply for a USDA grant to help finance a kitchen, and they expect to know if they receive the grant in May. "When produce shelf life is about to expire, we will use it to make food in the kitchen," Doleshall said.

Coming in from the cold

MW Development Enterprises LLC based in Kansas City, Mo., is ready to spend \$11 million to build the Ice House Lofts, a 58-unit apartment complex called the Ice House Lofts at 517 12th St. in the southeast corner of the DDA district.

The developer wants to create 58 rental units, 18 in the historic building constructed in 1929 that housed Greeley Ice and Storage, and 40 more in a new three-story building that will be constructed on the lot.

Rents are expected to be \$1,050 for a one-bedroom, \$1,350 for a two-bedroom and \$1,550 for a three-bedroom apartment. Gary Hassenflu, managing member of the development company, told city officials that funding for the project will come from the sale of federal and state historic tax credits, owner's equity and a construction loan from a private lender. The project is being designed by E + A Architecture in St. Louis, Mo.

The mystery project

Sources involved in downtown revitalization efforts say the Richardson family, owners of Mineral Resources Inc., a privately held oil and natural gas producer based in Greeley, has been buying property in the southern end of the downtown district, including property at the corner of Eighth Avenue and 16th Street, where they may construct a mixed-use building.

Doug Storum can be reached at dstorum@bizwestmedia.com, 303-630-1959 or 970-416-7369. Dallas Heltzell contributed to this report.



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1	CP+B 6450 Gunpark Drive Boulder, CO 80301	335 15 N/A	Advertising and design agency.	303-628-5100 info@cpbgroup.com www.cpbgroup.com	Lori Senecal; Andrew Keller global CEO; CEO 2006
2	Sterling-Rice Group Inc. 1801 13th St., Suite 400 Boulder, CO 80302-5130	107 26 N/A	Brand-building, consumer insights, business strategy, innovation, advertising and design.	303-381-6400 email@srg.com www.srg.com	Walt Freese; Buddy Ketchner presidents 1984
3	match action 3020 Carbon Place, Suite 300 Boulder, CO 80301	60 N/A N/A	Experiential/event/grassroots mktg, social media, culture creation, strategy, content dev, digital execution, promos, mobile tours, consumer engagement and brand consultation.	303-447-7300 info@matchaction.com www.matchaction.com	Howard Rubin managing partner 1994
4	Mondo Robot LLC 1737 15th St. Boulder, CO 80302	37 12 \$4,500,000	Websites, mobile apps and digital solutions.	303-800-2916 info@mondorobot.com www.mondorobot.com	Christopher Hess creative director/founder 2006
5	Vermilion, Inc. 3055 Center Green Drive Boulder, CO 80301	28 78 \$23,038,734	Integrated marketing: comprehensive brand strategy, identity, graphic design, digital marketing, website design and development.	303-443-6262 info@vermillion.com www.vermillion.com	Bob Morehouse CEO 1980
6	Customer Paradigm, Inc. 5353 Manhattan Drive, Suite 103 Boulder, CO 80303	28 N/A N/A	Website development, search marketing, interactive advertising and Magento programming.	303-473-4400 info@customerparadigm.com www.customerparadigm.com	Jeff Finkelstein founder 2002
7	Quick Left Inc. 902 Pearl St. Boulder, CO 80302	26 22 \$5,000,000	Software development services and tools.	303-242-5536 hello@quickleft.com www.quickleft.com	Matt Work; Ingrid Alongi CEO; CEO/consulting 2010
8	TDA Boulder 1435 Arapahoe Ave. Boulder, CO 80302	25 N/A N/A	Advertising, marketing, account planning, package design, media planning, media buying, digital marketing, branding, market research.	303-247-1180 info@tdaboulder.com www.tdaboulder.com	Thomas Dooley CEO/founder 1989
9	Axial 944 Pearl St. Boulder, CO 80302	22 N/A N/A	Mobile apps, UX/UI design, strategy, custom development, project management.	303-247-0550 hello@axial.agency www.axial.agency	George Morris president 2002
10	ONE Business Systems LLC 1035 Pearl St., Suite 400 Boulder, CO 80302	20 N/A N/A	Web and mobile apps.	877-ONE-1151 service@onebusinesssystems.com www.onebusinesssystems.com	Shad Goetsch CEO 2003
11	People Productions Media Services Inc. 1737 15th St., Suite 200 Boulder, CO 80302	20 1,000 N/A	Digital agency focused on marketing strategy, video and technology, including Web apps and interactive media for sales, marketing and training projects.	303-449-6086 don.poe@peopleproductions.com www.peopleproductions.com	Don Poe vice president, client services 1984
12	Insight Designs Web Solutions LLC 2006 Broadway, Suite 300 Boulder, CO 80302	18 245 \$2,343,641	Web development and design, app development and design, and business strategy.	303-449-8567 info@insightdesigns.com www.insightdesigns.com	Beth Krodell partner 1999
13	Grenadier 1221 Pennsylvania Ave. Boulder, CO 80302	18 18 N/A	Consumer insights, brand positioning, integrated creative development, brand identity, advertising, digital & social, design and packaging.	303-386-3957 info@grenadierco.com www.grenadierco.com	Jeff Graham partner/managing director 2012
14	Alion MA&D Operation 4949 Pearl East Circle, Suite 100 Boulder, CO 80301	17 N/A N/A	Consulting services, Web design, human factors expertise and software development.	303-442-6947 MAAD_info@alionscience.com www.maad.com	Bahman Atefi chairman/CEO 1984
15	Parallel Path 4688 Broadway Boulder, CO 80304	14 18 \$2,135,894	Full service digital marketing agency: B2C and B2B brand awareness, lead generation, eCommerce, strategy, SEO, paid search, display, social, analytics, native, creative, web design and development.	303-396-1111 info@parallelpath.com www.parallelpath.com	Brian Cleveland CEO/founder 2006
16	EhrenWerks Media LLC 100-B S. Public Road Lafayette, CO 80026	12 N/A N/A	Web development, online marketing, search engine optimization, social media management, graphic design, application development.	303-664-4767 info@ehrenwerks.com www.ehrenwerks.com	Kurt Eherenman owner 1993
17	Avocet Communications Co. 425 Main St. Longmont, CO 80501	12 20 \$8,067,405	Avocet helps retail, consumer, non-profit and B2B clients. Integrated solutions include: branding, PR, advertising, digital, social & special event solutions.	303-678-7102 lori@avocetcommunications.com www.avocetcommunications.com	Lori Sutorius Jones president and CEO 1980
18	Second Phase 250 Arapahoe Ave., Suite 208 Boulder, CO 80302	11 106 \$1,037,728	Cloud LSI & PIM Tool, XML Web commerce.	303-582-9326 sales@secondphase.net www.secondphase.net	Mark Kostovny president 1999
19	Metzger Albee Public Relations 2503 Walnut St., Suite 301 Boulder, CO 80302	10 35 \$1,071,530	Public relations, digital marketing.	303-786-7000 Doyle@metzgeralbee.com www.metzgeralbee.com	Doyle Albee president 1991
20	BlogMutt 1245 Pearl St., Suite 208 Boulder, CO 80302	7 N/A N/A	Blog and content-writing services.	303-335-0714 sales@blogmutt.com www.blogmutt.com	Scott Yates founder/CEO 2011
21	Earthnet Inc. 4735 Walnut St., Suite F Boulder, CO 80301	6 N/A N/A	SSAE 16 Type II/SOC1/HIPPA compliant data center, e-commerce consulting, cloud services, systems administration and managed services, moe provider, rack space, co-location, in+outside managed service.	303-546-6362 info@earthnet.net www.earthnet.net	Bahman Saless CEO 1994
22	Mighty Fudge Studios LLC 1017 Pearl St. Boulder, CO 80302	6 N/A N/A	Brand development, private-label and package design, retail promotions, illustration, animation, augmented reality and apps.	303-442-0189 studio@thebrandchefs.com www.mightyfudgestudios.com	Kimberly Mallek; Patrick Mallek partners 1999
23	X2M Inc. P.O. Box 2280 Boulder, CO 80306	3 N/A N/A	Online marketing, business intelligence reporting, data analytics, list management, marketing ROI reporting and executive dashboards.	303-823-5400 info@x2m.biz www.x2m.biz	Lee Kennedy CEO 2002
24	Vision Web Design & Hosting 4845 Pearl East Circle, Suite 101 Boulder, CO 80301	3 1,000 \$140,000	Web design and development, Web hosting.	720-201-6051 ken@visionwebdev.com www.visionwebdev.com	Ken Murray principal 2001
25	Essenza Communications 4760 Walnut Street, Suite 106 Boulder, CO 80301	3 10 N/A	Public relations specializing in traditional and digital PR in health and wellness industry, including packaged foods, beverages, supplement and raw ingredients for functional foods and supplements.	303-570-1678 pamela@essenzacomm.com www.essenzacomm.com	Pamela Stewart president/founder 1986



Advertising, PR and Web Design - Northern Colorado

Ranked by number of employees

Rank	Company	No. of local employees No. of accounts Billings 2014	Services	Phone Email Website	Person in charge Year founded
1	Madwire 550 W. Eisenhower Blvd. Loveland, CO 80537	250 2,700 \$18,321,025	Digital marketing, software and professional marketing services through a single platform.	970-541-3284 farra@madwiremedia.com www.madwire.com	Joe Kellogg; JB Kellogg; Joe Kellogg; JB Kellogg founding partners; co-founder; co-founder 2009
2	Burns Marketing Inc. 4848 Thompson Parkway, Floor 4 Johnstown, CO 80534	35 30 \$6,000,000	Branding and messaging, website development, digital marketing, and content development.	970-203-9656 info@burnsmarketing.com www.burnsmarketing.com	Mike Burns; Laurie Steele; Rob Bean CEO/president; senior vice president; senior vice president/marketing strategy 1972
3	Lamar Outdoor Northern Colorado 2649 E. Mulberry St., Unit A-20 Fort Collins, CO 80524	17 400 \$4,375,000	Advertising on billboards, buses, shelters and benches.	970-493-4411 tbensko-wecks@lamar.com www.lamar.com	Trevin Bensko-Wecks market manager 1902
4	Linden 223 S. Howes St. Fort Collins, CO 80521	16 50 \$2,800,000	Marketing and communications company. Market research, branding, website design and programming, online marketing, social media, public relations.	970-221-3232 susie@golinden.com www.golinden.com	Susie Cannon president 1996
5	A-Train Marketing Communications Inc. 125 S. Howes St., Suite 502 Fort Collins, CO 80521	12 60 \$1,743,000	Branding; websites & digital marketing solutions; strategic planning; design & print materials; video & nonprofit marketing.	970-419-3218 gretchen@atrainmarketing.com www.atrainmarketing.com	Gretchen Gaede president 1998
6	Mantooth Marketing Co. LLC 8334 Coeur D'Alene Drive Fort Collins, CO 80525	11 45 \$1,500,000	Full-service marketing company.	970-663-1888 connie@mantoothcompany.com www.mantoothcompany.com	Connie Hanrahan CEO/president 1995
7	Mack Web 419 Canyon Ave., Suite 311 Fort Collins, CO 80521	10 4 \$685,000	An online community and brand building company. Develops and executes measurable integrated marketing strategies.	970-377-2358 info@mackwebsolutions.com www.mackwebsolutions.com	Mackenzie Fogelson founder/CEO 2003
8	AMG Creative Inc. 2038 Caribou Drive, Suite 200 Fort Collins, CO 80525	9 85 \$855,000	Logo and brand services, website development, direct mail, print, behavioral marketing, email marketing, social-media marketing, brochures and foundational materials, Rx forms, trade-show materials.	970-221-5756 info@amgci.com www.amgci.com	William Neal CEO, owner 1992
9	Sharpnet Solutions Inc. 151 S. College Ave., Suite H Fort Collins, CO 80521	8 382 N/A	Digital marketing services, including SEO, PPC management and Web design.	970-472-0354 csharp@sharpnetsolutions.com www.sharpsolutions.com	Chris Sharp president/CEO 1998
10	One Tribe Creative 200 S. College Ave., Suite 140 Fort Collins, CO 80524	7 28 \$712,000	Graphic design, branding, marketing, collateral, websites, print, advertising, campaigns, social media, direct mail, presentations, trade shows, packaging, HubSpot - Gold Tier Partner Agency.	970-221-4254 info@onetribecreative.com www.onetribecreative.com	Paul Jensen owner/creative director 1985
11	Toolbox Creative 325 Cherry St., Suite 104 Fort Collins, CO 80521	7 30 \$800,000	Branding and design firm.	970-493-5755 hello@toolboxcreative.com www.toolboxcreative.com	Dawn Putney; Tom Campbell CEO and president; chief creative officer 2002
12	Huebner Marketing Communications 6853 N. Franklin St. Loveland, CO 80538	6 15 \$10,005,000	Marketing services including advertising, web, digital marketing, social media, sales materials, video, dealer programs, brand identity, brand positioning, marketing research.	970-775-7140 info@huebnermarketing.com www.huebnermarketing.com	Jim Huebner president/chief strategist 1989
13	Crown Point Solutions P.O. Box 270966 Fort Collins, CO 80527	5 45 \$0	Interactive marketing across social and digital media.	970-221-0082 sales@crownpointsolutions.com www.crownpointsolutions.com	2003
14	AgTown Technologies 1823 65th Ave., Suite 1 Greeley, CO 80634	5 145 \$438,613	Online and traditional marketing.	970-353-6227 contact@agtown.com www.agtown.com	Matt Furister CEO 1999
15	New Media One Web Services 720 Austin Ave., Suite 202 Erie, CO 80516	4 400 \$200,000	Web hosting, Web development, Web design, Google Cloud, Google apps, real estate websites, IRES/MetorList IDX mobile app development (iPhone, Android, Mobile Web) e-commerce, geolocation, API.	303-828-9882 support@newmediaone.net www.newmediaone.net	Peter Janett president 1997
16	Jet Marketing LLC 1929 W. County Road 56 Fort Collins, CO 80524	4 30 \$710,000	Full-service marketing agency.	970-218-4797 jackie@jetmarketing.net www.jetmarketing.net	Jackie O'Hara owner/account executive 2009
17	ADS, Inc. 3902 Mesa Verde St. Fort Collins, CO 80525	4 30 \$550,000	Marketing planning and implementation, graphic design, public relations, digital and social media and contract publishing.	970-223-1743 info@adsfc.com www.adsfc.com	Rick Roesener president, co-owner 1972
18	WildRock Public Relations & Marketing 4025 Automation Way, Suite D4 Fort Collins, CO 80525	4 N/A \$297,000	Builds brands by putting an engine of public relations and marketing tools behind word-of-mouth movements.	970-449-6870 info@wildrockpr.com www.wildrockpr.com	Kristin Gollieher CEO/founder 2012
19	Copper Leaf Creative 407 N. Lincoln Ave., Suite 110 Loveland, CO 80537	3 150 \$203,000	Website development and design.	970-776-8778 grow@copperleafcreative.com www.copperleafcreative.com	Gordon Seirup creative lead 2011
20	Advanced Media Services Inc. 155 W. Harvard St., Suite 301 Fort Collins, CO 80525	3 150 N/A	Marketing and advertising, product promotion, training, video production, animation, green screen, WordPress, Java, Web development, aerial video.	970-282-9502 info@advmediaservices.com www.advmediaservices.com	Chris Bell media director 1995
21	Bonnie Dean Associates 5754 W. 11th St., Suite 201 Greeley, CO 80634	2 38 N/A	Marketing communications services, including advertising, public relations, issues management and research.	970-356-3221 bdean@bonniidean.net N/A	Bonnie Dean owner 1972
22	Something With Pizzaz 1298 Main Street Windsor, CO 80550	1 42 \$100,000	Marketing consulting, promotional products.	970.231.8750 susan@somethingwithpizzaz.com www.somethingwithpizzaz.com	Susan Jewell-Klema Owner 2004



Commercial Printers

Ranked by number of employees

Rank	Company	Local employees	Presses: Kind (number of each)	Specialties	Phone Website	Person in charge Year founded
1	Signature Offset 4900 Pearl East Circle, Suite 300E Boulder, CO 80301	125	Offset, digital and gloss presses.	Newspapers, magazines, newsletters, brochures, free-standing inserts campaigns, direct mail, and email marketing.	303-443-3800 www.signatureoffset.com	Cary Juvonen CEO 1970
2	The Greeley Publishing Co. 501 Eighth Ave. Greeley, CO 80631	71	Several presses utilized to produce customers custom orders.	Magazines	970-352-0211 www.greeleytribune.com	Bart Smith publisher 1870
3	Colt Print Services Inc. 2525 Frontier Ave. Boulder, CO 80301	45	Komori 5 color, Heidelberg 4 color, Heidelberg 2 color, AB Dick 2 Color, Ryobi 2 Color, Xerox iGen4 Color with matte ink 14 x 26", Xerox 1000i, Xerox Nuvera, Xerox DocuTech PUR Perfect binder	Quick printer cover the full spectrum of commercial printing.	303-449-2760 www.coltprint.com	Sherri Bertrand president/CEO 1974
4	Citizen Printing Inc. 1309 Webster Ave. Fort Collins, CO 80524	35	Digital and offset presses. One to multiple colors up to 28" x 42".	Specialty folding and die making.	970-482-2537 www.citizenprinting.com	David Shafer president/CEO 1906
5	Pioneer Press of Greeley Inc. 2965 27th Ave. Greeley, CO 80631	28	6-color Manroland, 4-color Manroland, 3 Heidelberg, digital press.	Offset printing, digital printing, flexo labeling and vinyl labels.	970-330-4800 www.pioneerpresscolorado.com	J. Paul SoRelle CEO 1976
6	D&K Printing Inc. 5637 Arapahoe Ave. Boulder, CO 80303	25	6 Color with Coater - Komori 5 Color with Coater - Heidelberg Konica Minolta - Digital, 2 Color - Hamada	Printing	303-444-1123 www.dkprinting.com	Gary Bennett president 1964
7	AlphaGraphics of Northern Colorado 5803 Lockheed Ave. Loveland, CO 80538	24	Print, digital marketing, signs, banners, website.	Banners, signs, posters, large-format printing, brochures, flyers, newsletter printing, business cards, direct mail and fulfillment, letterhead and envelopes, invitations, manuals and booklets. Retail interior graphics packages (POP/POS/Wayfinding); museum quality photographic printing and conservation framing; experiential/environmental graphic displays; Fine art printing and framing.	970-223-6316 www.agnoco.com	Diane McIntosh owner 2006
8	GrafXGroup / Photo Craft Imaging 2901 55th St. Boulder, CO 80301	18	Fuji Acuity Flat Bed (2), HP Wide Format roll to roll (2), Epson fine-art ink jet (2), Xerox digital presses (2), Fuji Frontier RGB press (1), LightJet 50" wide roll to roll RGB (1), CNC cutter/router		303-442-6410 www.pcigrafx.com	Kristina Rose sales manager 1974
9	Go West T-Shirt Co. 1725 Heath Parkway Fort Collins, CO 80524	18	3 Automatic Presses	Working with local and national craft breweries.	970-493-8441 www.justgowest.com	Rob Riss manager 1986
10	Morrell Printing Solutions 990 S. Public Road, Unit C Lafayette, CO 80026-2346	14	1 Heidelberg Speedmaster 2 color perfecter, 1 Heidelberg Quickmaster 2 color, IGen 150, Xerox Colorpress 1000, Xerox Nuvera 120EA. 3 letterpresses	Enhanced digital print capabilities with Gold, Silver, white and spot clear ink. In house die cutting and perfect binding.	303-665-4210 www.morrellprinting.com	Jim Morrell manager 1975
11	Vision Graphics Inc. 5610 Boeing Drive Loveland, CO 80538	12	2 S New Komori GL840 H-UV 8-color offset presses, Indigo 7500 Digital presses, HP Scitex 6-color wide format press (prints up to 200" wide)	Print and digital communications.	800-833-4263 www.visiongraphics-inc.com	Mark Steputis CEO/owner 1952
12	Mountain Media Corp. Enterprise Inc. 102 Rome Court Fort Collins, CO 80524	12	1 direct imaging press 3 digital presses	Digital printing, mailing, variable data, die cutting, UV Coatings and large format.	970-493-2499 www.mountain-media.com	1999
13	Eight Days A Week 840 Pearl St. Boulder, CO 80302	11	Canon color and BW HP, Océ, Epson	Manuals, reports, trade show graphics & displays, banners, scanning, quality output.	303-443-7671 www.8days.com	Cheryl Sussman; Sam Sussman owners 1976
14	Action Signs & Banners 1413 Webster Ave., No. 1 Fort Collins, CO 80524-4628	11	(2) large format roll to roll printers	Vehicle wraps and graphics, trade show displays, large format prints, labels, etc.	970-223-2124 www.myactionsigns.com	Randy Lerich owner 1997
15	Frontier Print Center 1400 Webster Ave. Fort Collins, CO 80524	8	Xerox (4) Heidelberg (2)	Digital printing, embroidery and ad specialties.	970-484-2950 www.frontierprintcenter.com	Steve Beddoe; Doug Iszler 1982
16	Signs First 2986 29th St., Suite 8 Greeley, CO 80631	8	Roland soljet 640 XR, (1), Roland SE 540 02 (1),	Banners, custom signage, business cards, promotional items, custom apparel.	970-339-5859 www.signsfirstgreeley.com	Kathy Maine owner 1994
17	Reprographics Inc. 2600 Canton Court, Suite E Fort Collins, CO 80525	6	Blueprinting and copying, digital color large format printing, laminating, mounting, trade show graphics and displays, brochures, posters.	Large-format digital color, color and black and white printing, digital blueprinting and scanning, laminating, mounting, and bindery.	970-224-9999 www.reprofortcollins.com	Ori Connor owner/manager 1976
18	Center Copy Boulder 2400 Central Ave., Suite L Boulder, CO 80301	6	Business Printing and Mailing Specialists	Full-service business printing and mailing specialists featuring color and print-on-demand.	303-440-6000 www.centercopyboulder.com	Suzu Parella owner 1993
19	Print Experts 5345 Arapahoe Road, Suite 2 Boulder, CO 80303	6	(8) Digital Presses (1) Offset press	Print & mail solutions, marketing & sales collateral, signs & banners, direct mail, business forms & stationery, training materials, pickup & delivery service.	303-448-1111 www.myprintexperts.com	David Mikelsons store manager 1997
20	Digi Pix Signs 700 Automation Drive, Unit K Windsor, CO 80550	6	HP L210 - 60" latex wide format HP L360 - 64" latex wide format HP FB500 64" wide flatbed UV printer	Commercial signs, fleet graphics and wraps, safety signs, banners, decals.	970-674-3310 www.digipixsigns.com	Scott Holt president 2003
21	Quick-Print Shop 215 E. Seventh St. Loveland, CO 80537	5	AB Dick 7800 offset press, Letterpress, Xerox C75 color digital press, Xerox D110 B&W, Xerox 250 color, Epson 9890 color large-format.	Business Cards, carbonless forms, flyers, postcards, fine art prints and notecards, envelopes, indoor banners, promotional products.	970-667-1233 www.quickprintshop.com	Kim Bernhardt president 1961
22	Concept Signs & Graphics 6410 S. College Ave. #A Fort Collins, CO 80525	5	Screen printing presses, digital printing.	Banners, decals, wraps, apparel, traffic signs, real estate signs, interior signs, exterior signs, illuminated signs, trade show booth.	970-221-2627 www.conceptsignco.com	Matt Everhart president 1985
23	Custom Tabs & Specialties Inc. 3055 Lake Canal Court Fort Collins, CO 80524	5	4 heidbergs, 1 meihe, 1 kluge folders, uniplatten.	Tabs binding foiling embossing vinyl products.	970-493-5052 customtabsandspecialties.com	1985
24	Coren Printing Inc. 631 Birch St., Suite A Windsor, CO 80550	4	Commercial printing, in-house thermography, graphic design, typesetting and layout, computer forms, wedding, social and advertising specialty products and large format printing.	Police forms, fire department forms, Town forms, custom weddings, etc.	970-686-9631 www.corenprintinginc.com	Karen Kunz president 1978
25	Business Card Factory of Colorado 1608 Riverside Ave. Fort Collins, CO 80524	4	Digital presses (4)	Booklets, spiral and marketing materials.	970-493-3401 www.bizcardcolorado.com	Bert McCaffrey president 2005

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties. Secondary ranking criteria is year founded.

Researched by Chad Collins

Planned condo complex bucks trend

By Doug Storum

dstorum@bizwestmedia.com

FORT COLLINS — A group of investors wants to build a three-story, 29-unit condominium complex at 320 Maple St. near Old Town in Fort Collins, bucking the trend of builders shying away from constructing condominiums because of the state's construction-defects law.

Development Co. LLC, managed by Alex Schuman, owner of Schuman Cos. Inc. in Fort Collins, said the group is in the process of buying the property from Maples Partners LLC, led by Charles Randall of Boulder, which acquired the property in 2012 for \$350,000, according to public records.

Schuman expects the deal to close by the end of January and hopes to begin construction in late spring.

"There is a great demand for condos in Fort Collins," Schuman pointed out.

Builders statewide have been hesitant to build condominiums because Colorado's law about defective construction law requires as few as two people in a homeowners association to approve a lawsuit. Homebuilders have cited the law as a major contributor to Colorado's affordable-housing crunch, mainly the construction of



COURTESY DOHN CONSTRUCTION

The developers are hopeful that the construction of the 3-story complex on Maple St. near Old Town Fort Collins will begin in the spring.

condominiums, which can serve as an entry point to homeownership for first-time buyers.

"We are doing our due diligence, making sure we have the right insurance and that our general contractor, Dohn Construction (based in Fort Collins), will be mitigating risks," Schuman said.

The project consists of 41,674 square feet of residential space featuring studio, one- and two-bedroom condominiums. Thirty-nine parking spaces will be covered by the two stories of condos above. The price of the condos has not been set, Schuman

said.

The project will include 5,000 square feet of office space on the ground floor. "We're negotiating with a potential tenant," Schuman said.

As a mixed use project, the site design provides seating and outdoor space at the entry at the northeast corner of Maple and Meldrum streets. Edges along these street frontages will feature streetscape materials that complement the proposed transparent ground floor. Ten-foot wide sidewalks are proposed along the commercial frontages, with planter pots and benches. A dense canopy

tree lawn is proposed except at the corner of Maple and Meldrum streets where a large pedestrian plaza is proposed.

The property has a one-story light-industrial building built in 1924 that was added to in 1944, and a one-story single-family residence built in 1910 on the north side of the property. Schuman said the buildings will be demolished to make way for the condominiums.

Doug Storum can be reached at 303-630-1959, 970-416-7369 or dstorum@bizwestmedia.com.

PROPERTY LINE

30 million-dollar home sales in Oct.

DENVER — Sales of luxury homes in the Denver metro area increased 24 percent in October versus the same month a year ago.

The figures are the latest released by Coldwell Banker Residential Brokerage and are based on Multiple Listing Service data of all homes sold in the area for \$1 million or more.

A total of 117 such homes sold in Metro Denver last month, with more than a quarter of those (30) coming in Boulder. Only Denver had more than Boulder with 39, while Greenwood Village was third on the list with nine.

The 117 mark eclipsed last year's October mark of 94, and was an increase over September of this year's 106 luxury sales. The total included 18 sales of more than \$2 million and seven above \$3 million.

The most expensive sale in the metro area for the month was a 12,000-square-foot home in Cherry Hills Village that went for \$7.25 million.

Luxury homes sold in an average of just 75.3 days on the market, down from 98.2 a year earlier but up from 68.5 the previous month.

Vegas group pays \$2.5M for Harmony Road tract

FORT COLLINS — A development group from Las Vegas closed last month on the \$2.5 million purchase of 23.4 acres at the southwest corner of Harmony Road and Strauss Cabin Road. But the group's plans for the site — which presents a variety of challenges —

remain largely undetermined.

The group, under the entity Harmony 23 LLC, bought the land from Nine Bridges LLC, an Arizona-based entity that includes Ed Stoner of Fort Collins as a partner. Nine Bridges had bought the vacant property in September of last year for \$2.025 million.

The land is a triangular parcel bordered on the north by East Harmony Road, on the east by Strauss Cabin Road and on the west by the Fossil Creek Reservoir Inlet Ditch.

Representatives for Harmony 23 in August went through a preliminary design-review proposal with city planning staff that included 326 apartments and two 70,000-square-foot office buildings. That initial proposal didn't mesh with zoning at the site. However, Greg Arnold, one of the partners in the development group, said the intent at that time was simply to put something before the city to get a conversation started about what the best use for the site might be.

Arnold said his group is still in the design phase, and said it's too early to say what sort of project might eventually take shape at the site. He said he's hoping to have a better idea of what the group would like to develop there by sometime next year.

Challenges for the site include elevation change of the land, proximity to the flood plain and drainage as it relates to the bordering ditch. Mapes said the area where developers originally proposed the office buildings, at the northeast corner of the site, is a wetland that would require some "heavy lifting" to do significant building there.

Mapes said city officials would like to see the site maintain some of its "naturalistic

setting" with a landscape-dominated image regardless of what plans the developers move forward with.

Etkin Johnson buys land for another spec building

LOUISVILLE — Just as Etkin Johnson Real Estate Partners broke ground on one large speculative industrial/flex building in Louisville's Colorado Technology Center, the company also announced plans for its next.

Officials for Denver-based Etkin Johnson said they closed last week on the \$1,975,000 purchase of 12.2 acres of land at the southwest corner of CTC Boulevard and Boxelder Street. There they plan to break ground next spring on a 152,992-square-foot office/flex/industrial building with an address of 633 CTC Blvd.

Etkin Johnson bought the land for the 633 CTC Blvd. building from California-based Hill Properties, a deal that included four adjacent parcels.

Construction has begun, meanwhile, on 2000 Taylor Ave., a 120,581-square-foot building with 24-foot clear ceilings and 16 loading docks. That building is expected to be completed by next summer.

Etkin Johnson officials said 2000 Taylor has seen interest from multiple natural and organic food companies. Etkin Johnson executive vice president Ryan Good said via telephone Tuesday that the goal would be to lease the building to a single tenant but that it could be broken up if necessary. Good declined to disclose the projected cost to construct the new buildings.

Elacora buys 88 lots in Provenance area

LONGMONT — Elacora, the home-building arm of Louisville-based investment firm Real Capital Solutions, closed this month on the purchase of 88 lots in Longmont's Provenance neighborhood from home-builder Lennar.

Elacora, which aims to begin construction on the first homes in February, paid \$3.256 million for the lots, according to Boulder County property records. Lennar retains ownership of the other 138 lots in Provenance, which gained development approval from the city in 2013. The neighborhood sits along the east side of Sundance Drive and south of Colorado Highway 66 in the northeast corner of Longmont.

Elacora vice president Brian Mulqueen said Monday that Provenance includes a combination of mostly 50- and 60-foot-wide lots. Elacora purchased the larger lots, which lie mostly along the east and south sides of the development. The company is partnering with Denver-based Mountain Vista Homes on the project.

Elacora's homes will be 50 feet wide and feature three-car garages. Three ranch-style floor plans and two two-story plans will be available, ranging in size from 2,200 square feet to roughly 3,100 square feet, plus unfinished basements that can be finished as an option. Homes will mostly include three and four bedrooms, and base pricing will start in the low \$400,000s range. The first completed homes are expected to be move-in ready in September.

Five reasons to buy in Boulder now (if you can)

With average home prices at an all-time high in the City of Boulder, I'm often asked if Boulder remains a good place to buy a home or if we are headed for another bubble burst. The following are the top five reasons to buy as soon as you can (if you can):

■ **A safe bet.** According to the Federal Housing Finance Agency, Boulder has had the highest housing appreciation of any city in the country since 1991. In fact, if you purchased a home in 1991, you would have experienced a 276 percent appreciation in the value of your home. In a study published in July, SmartAsset named Boulder the number one housing market in the country for growth and stability.

According to the study, your chance of losing money over the next five years on a home purchased in Boulder now is 0 percent. Since 1990, Boulder has never seen a decline in home values of more than 5 percent.

■ **Quality of life.** Boulder tops the

list of so many quality-of-life surveys that it would be hard to count them all. These accolades are well founded. Nestled at the foot of the iconic Flatirons, Boulder enjoys more than 300 days of sun per year, 145 miles of trails on more than 100,000 acres of open space, the best-educated workforce in the country, and the Pearl Street Pedestrian Mall, to name but a few features.

■ **Purchasing power.** The Federal Housing Finance Agency announced that conforming loan limits in Boulder County beginning Jan. 1 will be \$474,950, making it easier to use a conventional loan to buy a home in Boulder, where the median sales price was \$788,000 at the close of the third quarter. Interest rates are near the lowest levels we are likely to see in our lifetimes. Even assuming the Federal Reserve Board raises rates by 25 basis points, this is your best opportunity to buy in Boulder, possibly forever.

■ **Low inventory likely to linger.** The inventory of homes for sale in Boulder is the lowest it has been since at least 2000. At the close of the third quarter, there were 201 single-family homes on the market in Boulder, of which 42 percent were already under contract. A

According to the study, your chance of losing money over the next five years on a home purchased in Boulder now is 0 percent. Since 1990, Boulder has never seen a decline in home values of more than 5 percent.

balanced market has five to seven months of inventory (that is, if no more homes were to come on the market, it would take five to seven months to sell the existing homes on the market). As of the end of September, there were only 3.4 months of inventory in Boulder. Normally, buyers might be encouraged to wait until the market balances, however, all indications are that the inventory shortage is likely to continue.

■ **Structural housing demands.** First, there are myriad government agencies with facilities in Boulder, most prominently the National Center for Atmospheric Research, the National Institute for Standards

and Technology and the National Oceanic and Atmospheric Administration. The stability of such government jobs is well known, but lesser known is that, according to the Bureau of Labor Statistics, the government sector employs the highest percentage of people in the Boulder area. Second, the University of Colorado at Boulder student body numbers more than 30,000. When nearly 7,000 faculty and staff are added in, the housing demand created by the university is both substantial and likely to increase over time.

■ **And bonus reason number 6 ...**

The Google effect. The fact that Google is building a 300,000+-square-foot building to house up to 1,500 workers in Boulder is no longer a secret. It is also no secret that, according to Bloomberg, Boulder is the best place in the country for tech startups. With the expansion of the startup community in Boulder, experts are anticipating even greater housing demand.

The bottom line: Buy in Boulder while you still can.

Jay Kalinski is broker/owner of Re/Max of Boulder. He can be reached at jaykalinski@remax.net.



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BW STARTUPS

Accidents prompt Oelo to reimagine holiday lighting

By Joshua Lindenstein

jilindenstein@bizwestmedia.com

FORT COLLINS — By now, chances are good that you've already — somehow — successfully hung your outdoor Christmas lights for yet another year. But let's face it. You taught your kids a whole new vocabulary while untangling and testing the lights, and your heart leaped into your throat with fear at least once or twice, either because you climbed onto the roof a little too soon after the last snowstorm or because you stubbornly Clark-Griswold-hopped your ladder three feet to the right to mount one last light.

A new Fort Collins startup, however, aims to help you eliminate the need for that stiff post-light-hanging cocktail by eliminating the need to hang lights altogether — all while providing you with mood-lighting options for every other event during the year as well.

Oelo LLC launched earlier this month with a permanently mountable and programmable LED lighting solution for homes and businesses. The system includes a narrow vinyl track that is mounted to a home's trim or just below it, and houses as many LEDs as a homeowner wants. It can be customized to fit any building.

A spinoff of OnScene Solutions — which makes equipment that goes into rescue vehicles and fire trucks, including LED lighting — Oelo sprouted from chief operating officer Clay Horst's own distaste for hanging holiday lights. Working closely with the first-responder industry through OnScene, Horst knew of the injuries sustained each year by people hanging lights, and Oelo officials cite a 2014 report noting that the U.S. Consumer Product Safety Commission pegs the number of holiday-decoration-related injuries at 12,000 per year nationally.

Oelo "was an extension of, 'Let's take that out of the equation for people so they don't have to have these accidents,'" Horst said in a recent interview. "I knew we had the capabilities."

The idea is one that Horst said has been in development for about seven years as the design and circuitry was refined.

"We didn't just want to launch a product that would potentially fail right out of the gate, Horst said. "So we did a lot of lab testing and outdoor testing to make sure it was robust."

The vinyl track comes in five different colors to match a variety of trim, but it can also be painted to match any trim and go unnoticed when not



COURTESY OELO

The Oelo LED strips are permanently attached to a structure to eliminate the dangers of getting on high ladders. Users can choose from more than 83 preset options that include different multi-color combinations for Christmas, Easter and other occasions, as well as options where the lights "chase" each other across a building.

in use.

Via a remote control or smartphone, meanwhile, users can choose from millions of potential color hues. Want to boost breast cancer awareness in October? There's a pink for that. Greenlighting a military veteran in November? There's a green for that. In addition to any single color, users also can choose from more than 83 preset options that include different multi-color combinations for Christmas, Easter and other occasions, as well as options where the lights "chase" each other across a building. Oelo offers a plain white version that is brighter and can light up an area such as a deck or patio.

The convenience and versatility does come at a premium. While the cost varies by structure, the Oelo lighting runs about \$17 per linear foot to have mounted, assuming base spacing of the LEDs of 10 inches. If you want lights closer together, the cost goes up from there. The lighting comes with a five-year warranty.

"It's an add-on enhancement to the outdoor living space," Horst said. "There's so many things that we celebrate and lighting really surrounds our lives more than we realize. We can fall in line with all of those important events."

Horst, who runs both OnScene and



Oelo, cofounded OnScene in 2006 with Ron Weinmeister. Both companies are based in a 160,000-square-foot building at 3842 Redman Drive, where they manufacture some parts and do final assembly.

The privately held companies don't disclose revenue. The two do share 10 employees, but Horst said Oelo, "if it goes the way we plan," could lead to the addition of 10 to 15 new employees over the next six to eight months.

Oelo is primarily using a direct-to-consumer sales model at this point, although the company will help buyers find installers and dealer distributors.

Horst said the company's main competitor right now is Texas-based Inception Lighting, although Oelo is working on several other features to continue to make its product stand out. While he said he's not at liberty to disclose most of those just yet, he did say one of the next products Oelo is working on is cameras that can be mounted on the tracks and move for surveillance.

"There is a lot of evolution available to us with just this system," Horst said.

STARTINGLINE

5 area startups among 4th Boomtown class

BOULDER — Four of the nine startups graduating from the Boomtown accelerator's fourth class hailed from Boulder, adding to the pipeline of new ventures sprouting from the city's technology scene. A seventh competitor was based in Fort Collins.

The startups pitched to — and answered questions from — investors at Boulder Theater in advance of a public Demo Day event in the same spot.

Boomtown, founded last year, offers startup companies \$20,000 and a 12-week mentorship program in exchange for a 6 percent equity stake. The accelerator, which also recently launched a HealthTech-specific accelerator, now has graduated 33 startups in four different cohorts. Of the companies from the first three groups, 90 percent still are operating and 78 percent are generating revenue, Boomtown officials said. The average Boomtown startup has raised \$579,000 in seed capital. Boulder-based companies pitching were:

Revaluate, a site where homebuyers can see a "home history report" and livability score for homes they might be interested in. Founders: Chris Drayer and Tim Segraves.

SideDoor, a marketplace for homebuyers and sellers to purchase or sell homes online without a real estate agent. Founder: Shelley Janes.

FeedMob makes a tool that enables app developers to buy ads directly in thousands of other apps. Founders: Andrew Tan, Sarah Hawley, Ken Lu.

Opal makes a thin-film wearable technology that helps athletes gain insights into their workouts. Founders: Abby Peterson, Somair Riaz, Winston Chapel.

Also pitching was Fort Collins-based Qwip It, which allows users to easily create 11-second clips of their favorite videos and share them online. Founders: Amanda Proctor, Michael Bailey, Seamus Nally.

Enterprise Fund, Goldman Sachs partner on loan program

DENVER — Goldman Sachs is providing \$3 million in loan capital to the Denver-based nonprofit Colorado Enterprise Fund that can be accessed by small businesses along the Front Range.

Denver-based CEF is partnering with Goldman Sachs and the Goldman Sachs Foundation to deliver \$3 million in loans to small businesses in communities in low-to-moderate-income areas.

CEF provides loans up to \$500,000 to finance small businesses and startups unable to obtain funding through traditional banks.

In order to apply for a Goldman Sachs 10,000 Small Businesses loan through CEF, businesses must be in operation for at least two years, have more than \$150,000 in revenue and a minimum of two employees.

Small-business owners in the area interested in seeking practical business education can apply for the Goldman Sachs 10,000 Small Businesses national education program. The 10-week program is delivered in partnership with Babson College through a combination of online and in-person learning. Scholarships cover participation in the program, as well as reasonable travel expenses to participate in the in-person portions of the program.

A lesson in retention and the \$10,000 comment

Donnie was the oldest intern ever to work in our office. Already successful in real estate and sales, he was now completing his master's degree. He had located my training and consulting firm online. This being before the explosion of search-engine optimization, I was pleased that the true nature of our business had translated well.



INNOVATION
RICK GRIGGS

Donnie was a productive team member who could help turn our innovations into profits.

We all sensed that his marketing, graphics and advertising would, in fact, "steal the page," as he enthusiastically bubbled. This was someone I wanted to keep.

■ Rule 1: Innovation starts by keeping the right people.

One midweek afternoon, Donnie mentioned that his daughter, also working on her master's degree, wanted to come by the office to see where her dad was doing his internship. The delightful young woman arrived and, sometime during the afternoon, stopped at my desk. I don't recall how the conversation

started, but I looked up, leaned forward to meet her eye contact and whispered, "Your dad is a genius. He's doing great things around here."

The next day, Donnie bounded into the office and pounced on me in our cramped lunchroom. Stretching and enunciating each word, he said, "Rick, what you said to my daughter was worth a \$10,000 bonus. I can never repay you!"

Relieved that I hadn't cracked a bad joke, the full impact set in: Feedback matters. This man was more than an intern. He was also a dad, a role he took quite seriously.

Thank goodness he told me the day after. In a week, I might have forgotten the conversation. It was natural and spontaneous, a result of careful thought and training from the past. As usual, at that time in my career, I was doing what I taught my students – reading a book a month and studying the power of honest feedback and regular communication on employees, peers and even bosses.

In "How to Win Friends and Influence People," Dale Carnegie tells the story of a surly post office worker slowly attending to postal customers in line. Finally at the front of the queue, Carnegie searched for a true compliment and

I suggest gently relaying – even exaggerating – the good things various team members do.

Somehow, this third-person honest feedback multiplies in impact and retention value.

tossed out something nice about the worker's hair. The gentleman looked up, made eye contact and beamed. The atmosphere improved and service sped up.

■ Rule 2: Study what works. Pay for it, then read, attend and apply.

In my book, "Triumph in Teams," I suggest gently relaying – even exaggerating – the good things various team members do. In classes I suggest statements such as, "Did you hear how well Julie did on her client presentation?" or "I always notice how Andre sticks around when marketing needs help." Somehow, this third-person honest feedback multiplies in impact and

retention value. Of course, I believe and teach that direct feedback is best and that sticking to observable events are signs of a good manager. But, people resist and delay exiting a job where someone notices their value and spreads the news to others.

In Donnie's case, I was thinking about innovation, not retention. I got both.

The intern became an employee and, many months later, Donnie made an unsolicited offer to purchase my California office when I was moving to Colorado. He felt connected to the business and saw a future in it.

■ Rule 3: Take care of people and people will take care of you.

During most years, I get to travel to exciting places and speak before good people on different continents. I sure got a surprise in my own office those many years ago. A thoughtful, true comment was one of the better things I've ever said. It was good for a human being and good for my bank account.

Rick Griggs is the inventor of the rolestorming creativity tool and founder of the Quid Novi Innovation conference. Contact him at rick@griggsachieve.com or 970.690.7327.

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KUNC to divide news, music formats

By Dallas Heltzell

dheltzell@bizwestmedia.com

GREELEY — Northern Colorado will get a new 24-hour radio news station in February, when community radio station KUNC-FM 91.5 takes over another frequency now carrying sports talk and moves its eclectic music format there.

KUNC completed the \$3 million purchase of KJAC-FM 105.5 from Front Range Sports LLC on Dec. 7, said Neil Best, KUNC's general manager. KUNC's existing 91.5 frequency will carry the expanded local and national news content, Best said.

The Feb. 29 start date "will be the leap year, leap month and leap day, and so we're taking a leap into the future," Best told BizWest.

In a blog item posted Dec. 7, Best called the move "the most exciting news since KUNC became an independent community radio station in 2001. For nearly 49 years, our staff has been bringing you news, information and music programming on a single frequency. In a few short weeks, that will change. You will be able to turn to us for news and information 24 hours a day, and you will also be able to enjoy KUNC's Music Discovery 24 hours a day (on 105.5). In essence, instead of us switching to music at 9 a.m. and

back to news and information at 2 p.m., you get to decide what you want to listen to throughout the day."

Both stations broadcast from the same transmitter on Buckhorn Mountain west of Fort Collins and thus have basically the same signal footprint, Best said. Even though KUNC broadcasts with 36,000 watts of power and KJAC has 50,000 watts, FM coverage is largely determined by "line of sight" from the tower.

Both stations will operate from KUNC's current studio space at 1901 56th Ave., Suite 200, in Greeley, just west of Aims Community College. Best said the station would add at least one music host and one to two more news people to its staff.

"We think it's the best way to serve the community," he said. "People come together through music, and there's a very vibrant music scene in Northern Colorado. It's the same with news; the more we can provide a way for people to come together and hear different perspectives and diverse voices 24 hours a day, the better.

"It's going to take some time to put all the pieces into place," he said.

Purchasing the 105.5 signal was made possible thanks in large part to a major gift from the Paul and Amy Hach Charitable Foundation, as well as reserve funds stewarded by KUNC's

board of directors over the past 14 years and some financing, Best said. Additional donors and foundations are considering gifts to assist with the purchase, he said.

Both formats will be streamed on the KUNC website, Best said, adding that "we are also in the process of developing a new app for your phone and tablet created expressly for our Music Discovery station."

In separating its news and music formats, KUNC is following the lead of Denver-based Colorado Public Radio, which moved its classical-music format off of its primary 90.1 signal to 88.1 — and a Boulder translator at 99.9 — several years ago. KCFR-FM 90.1, and its Boulder AM translator at 1490 kilohertz, carries a mix of news programming from its local staff and National Public Radio.

"We'll carry some of the same national programming they do and some different programming as well," Best said.

KUNC signed on as KCBL on Jan. 6, 1967, on the University of Northern Colorado campus, and changed its call letters to KCBL in the 1970s. UNC put the station up for sale in 2000, and Colorado Public Radio agreed to buy it, but an effort by KUNC's staff and support from Northern Colorado listeners led to a fundraising effort that

produced the winning counter-offer from a newly formed entity, Community Radio for Northern Colorado. KUNC moved off campus to the Chase Bank building in downtown Greeley in 2001, then moved into its current studios in 2010.

KJAC, a commercial station licensed to Timnath, will shut off the ESPN sports-talk programming it had been carrying on 105.5 on Jan. 3. Before 2012, the frequency had featured an adult-hits music format branded as "Jack-FM."

Front Range Sports is owned by a group of investors including auto dealer "Deal'n' Doug" Moreland, ESPN's National Football League reporter and former Denver Post sportswriter Adam Schefter, and Tom Manoogian, who was known to KOA-AM 850 listeners in the 1990s as talk-show host "Lou from Littleton." In 2010, the group paid more than \$5 million for the 105.5 signal, as well as 102.3 FM in Denver. Both FM signals simulcast the ESPN sports-talk format until Colorado Public Radio acquired that frequency for its "Open Air" music format.

Dallas Heltzell can be reached at 970-232-3149, 303-630-1962 or dheltzell@bizwestmedia.com. Follow him on Twitter at @DallasHeltzell.

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Prepare for holiday e-commerce battle

Tis the season to give thanks and appreciate family and friends, right?

While this is what the holiday season is based upon, we Americans often get sidetracked by aggressive Black Friday mobs and shopping sprees. This year, Old Navy even gave one lucky consumer a million bucks just for standing in a line. We might as well just rephrase it to “’Tis the season to excessively shop and win money.”



TECH TRENDS
HANS BROMAN

For the record, I’m all about holiday sales and getting the shopping done early; although I prefer the comfort and security of Cyber Monday. It seems a much better option than being trampled by an angry mob to save a few bucks on a new microwave.

Cyber Monday is the Monday (obviously) following Thanksgiving weekend, promoted by online retailers as a day of exceptional bargains and deals. It’s the Black Friday of online shopping; some companies even extend these discounts through the entire week.

If you have an e-commerce business, you need to have a plan of attack to combat the immense inflows of online visitors you’re likely to experience during these days.

Prepare your troops (website). If the shopping process on your mobile website is slow, confusing or difficult, people won’t buy. In 2014, e-commerce websites reported 33.7 percent traffic from mobile phones and an additional 12.4 percent from tablets. Ensure that your first impression is engaging, considering the majority of users are impatient and will leave after eight seconds. Use free programs such as tools.

pingdom.com to check your webpage loading speed.

Capture Your Audience. Online shoppers will be looking for deals, so give them some. Free shipping, BOGOs and heavy discounts are the most commonly used methods. If you are utilizing an AdWords campaign, consider bumping up your cost-per-click at least 50 percent to 60 percent and use promotional terms in your ad extensions such as “Free Shipping with Purchase of \$50.”

Know Your Contingency Plan. As much as you’d like to assume that nothing will go wrong, something usually does. Even big shots such as Best Buy and Walmart have fallen victim to website crashes because of influxes of online traffic. Be sure to carefully monitor your website and the orders coming in, and have a plan in place to reassure your customers in case your site crashes. Sending your loyal clients additional coupons or vouchers for future purchases may be the difference between lost business and future purchases in times of crisis.

This year, online purchases for Cyber Monday alone were expected to exceed \$3 billion, representing a 12 percent growth rate year over year. Online retail purchases in November and December combined are estimated to reach an astonishing \$83 billion.

Make sure your e-commerce website is prepared for battle, but more importantly remember the most important aspect of the season. Spend time relaxing with your family, friends and loved ones as we celebrate the culmination of another exciting year in the technology industry.

Hans Broman, a sales and marketing strategist at iPoint in Fort Collins, can be reached at hbroman@ipoint-tech.com.

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Use a metal detector when hiring a salesperson

When we fly out of Denver International Airport, we pass through a metal detector. If the detector picks up metal on our person, a sensor goes off alerting Transportation Security Administration staff. Wouldn't it be nice if such a device existed to screen and hire salespeople?

So often, we hear from frustrated leaders that they hired a person with a good track record, perhaps even from a strong competitor or a referral from a friend, only to end up carrying the salesperson longer than their mother did without any real or strong sales performance.

The challenge lies herein. Often, it's not a question of whether the salesperson can sell, but rather will they sell. While this can be difficult to detect, predictive indicator tools are available to the hiring leader to better assess the candidate's true potential for sales performance.

When those tools are employed, it doesn't always guarantee success, but can provide enough insight to pass on a candidate who was destined to be a costly sales mis-hire. The other

advantage to using these screening tools is that, if you make the hire, it gives you a stronger picture of the candidate's blind spots so you won't be surprised when the honeymoon is over. Furthermore, it provides an upfront agreement for a development plan for the salesperson in the blind-spot areas. This saves months of lost opportunity and difficult conversations when the salesperson's performance is lagging.

When faced with the prospect of using a sales hiring assessment, business professionals understand that the assessment needs to be valid. However, other concerns surface as well. Organizations also have concerns about investing the money upfront to screen a salesperson when their former process was to quickly hire people that were available when they had an open chair. Legality is another concern, often raised by the human-resources department.

Let's take a look at these three areas of concern:

Technical validity addresses whether an assessment is well designed and whether it measures what it is supposed to measure. Well-developed assessments have technical manuals that detail how the assessment was built, including statistical data about types of evidence. Without proper evidence of validity,

Often, it's not a question of whether the salesperson can sell, but rather will they sell.

the quality of the assessment is in question. The challenge in understanding validity in this context is that technical expertise and training is required to accurately interpret the information. The best instruments have built-in distortion factors to protect against candidates providing answers they think the assessment or employer is looking for.

Return on investment: Not surprisingly, organizations interested in using assessments want to know if they add value. To assess ROI of the assessment, it's important to tally the cost of past mis-hires in the last year or two. With those figures in hand you can judge if it is a justifiable expense to invest in the assessment to curb those mis-hire expenses which drain the bottom line. The average cost of a sales mis-hire can range between \$50,000 and \$200,000 per mis-hire.

Legal: The question, "Is it valid?" also can refer to the legality of an assessment's use and the defensibility of the assessment process. A well

informed HR or legal professional often will remind that the assessment must be used consistently and all candidates must be judged on the same criteria – in other words, it shouldn't be selective. If an organization has concerns about legality, it is always recommended to engage the services of an attorney familiar with use of assessments in the workplace.

Of course, just having the data often is not enough to realize the true value of the assessment. A qualified professional must interpret and evaluate the information to help the organization interpret it, much like a doctor who sees hundreds and hundreds of x-rays and MRIs will see things the layperson will miss. This can especially become a pitfall when using low-cost assessments available on the Web. Imagine having an MRI done that way and interpreting the results with a "go-forward - don't go forward" question on having an expensive surgery done.

In the end, organizations that employ benchmarking assessment tools in their sales hiring process make smarter hires, have fewer surprises and much better success hiring strong sales performers.

Bob Bolak is president of Sandler Training. Contact him at bbolak@sandler.com.



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KEYNOTE SPEAKER

Dr. Rich Wobbekind



Dr. Wobbekind is the Executive Director of the Business Research Division and Senior Associate Dean for Academic Programs at the University of Colorado Boulder. He develops an annual consensus forecast of the Colorado economy, performs

economic impact assessments of the Colorado economy, and produces the quarterly Leeds Business Confidence Index for Colorado, in addition to being Associate Dean of the CU Leeds School of Business.

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ON THE JOB

BANKING, FINANCE

Matt Lewis was named vice president for commercial banking at Broomfield-based Summit Bank and Trust. He has more than eight years of experience in lending and previously was a commercial lender at First National Bank. Lewis, who will work at Summit's Broomfield Banking Center, earned a bachelor's degree in finance and management from the University of Colorado.

FOOD AND BEVERAGE



FRANECKI



REDMAN

Eric Franecki was promoted to Colorado craft brand manager and **Shane Redman** was promoted to national craft brand manager at Loveland-based beer distributor High Country Beverage. Franecki has worked at High Country Beverage for seven years and most recently was on-premise craft sales representative. Redman, a High Country Beverage employee for almost four years, worked as an off-premise sales representative in the Fort Collins area.

GOVERNMENT

Kathy Partin, a professor in Colorado State University's Department of Biomedical Sciences and director of CSU's Research Integrity and Compliance Review Office, is leaving the Fort Collins campus after 19 years to become head of a federal office in Washington. Partin, who also served as CSU's assistant vice president for research, was named the new head of the U.S. Office of Research Integrity, part of the federal Department of Health and Human Services. Partin received a bachelor of arts degree in history from the University of Michigan and a Ph.D. in molecular microbiology from the State University of New York at Stony Brook.

NONPROFIT

Lisa Poppaw, who served eight years on the Fort Collins City Council, was named executive director of nonprofit Child-Safe Colorado. She succeeds the organization's clinical director, Val Macri-Lind, who co-founded ChildSafe in 1986 and has been serving as interim executive director for the past two years. A resident of Fort Collins for more than 20 years, Poppaw's experience with nonprofit groups includes serving as Northern Colorado regional director for Manufacturer's Edge and as executive director for the Foundation on Aging for Larimer County. A 501(c)(3) organization with offices at 1148 E. Elizabeth St., just north of Poudre Valley Hospital, ChildSafe serves Northern Colorado and southern Wyoming with outpatient treatment and advocacy for child victims of sexual abuse and their non-offending family members, as well as adults who were abused as children.



POPPAW

REAL ESTATE

Mark Witkiewicz was named senior vice president for commercial development and **Dan Cohen** was named senior vice president for community development and acquisitions at Loveland-based McWhinney. They bring more than 40 years of combined experience to the real-estate investment, management and development company. Witkiewicz previously was managing director and chief operating officer for Corporex Colorado and vice president for development at Silverman Development Co. Cohen previously was founder and principal of Urban Investment Group LLC and vice president for planning and development at Catellus Development, the mixed-use development division of Prologis.

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.

NONPROFIT NETWORK

FUNDRAISERS

Human Bean coffee shops in Northern Colorado raised a combined \$40,048 for local cancer projects on Oct. 23 through its 10th annual Coffee for a Cure event. The shops donated proceeds from sales to the health-care facilities. The three Fort Collins locations presented \$15,048 to the **Poudre Valley Hospital and Medical Center of the Rockies Oncology Patient and Family Support Fund**. Money raised at the four Weld County stands will be donated to the **North Colorado Medical Center Breast Cancer Fund**.

GRANTS

Sixteen Colorado school districts along the Front

Range including **Weld County School District 6**, **Poudre School District R-1** and **Thompson School District R2 J** received a combined \$968,080 in Thriving Schools grant funding from **Kaiser Foundation Hospitals and Health Plan Inc.** to help increase physical activity and wellness before, during and after school for Colorado's students.

Broomfield-based **Alliance Data** on Nov. 19 donated \$5,000 to local nonprofit **A Precious Child** to help serve disadvantaged children in Colorado. A portion of funds donated will be used to support Precious Boutique, a program that provides clothes to children facing poverty and other difficult circumstances through clothing banks set up in schools and shelters around the Denver metro area.

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TIME OUT



COURTESY GREELEY CHAMBER OF COMMERCE

Cristi Brick of Award Alliance, left, meets Zaya Thompson of The Master's Financial Group over hors d'oeuvres and beverages at Pioneer Press during a Nov. 19 Business After Hours event sponsored by the Greeley Chamber of Commerce.



COURTESY GREELEY CHAMBER OF COMMERCE

Said Zokhrouf of Re/Max Alliance, left, meets Eric Fiedler of event host Pioneer Press at a Nov. 19 Business After Hours event.




COURTESY WELLINGTON CHAMBER OF COMMERCE



Wellington Chamber of Commerce board chairman Wendell Nelson presents Christie Brucher with a check for \$2,000 as a donation toward Wellington Middle School's Eagle After Hours program during a Nov. 12 Business After Hours event hosted by Ben Parson State Farm Insurance. Proceeds for the donation were raised by the chamber's membership during its annual dinner meeting an auction in October.

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BRIEF CASE

CONTRACTS

Startup **PlanetIQ**, which moved its headquarters from Bethesda, Md., to Boulder over the summer, has reached a deal with the commercial arm of the **Indian Space Research Organization** for the launch of two weather satellites that eventually will be part of a constellation of 12. Terms of the deal with **Antrix Corp. Ltd.** were not announced. The launch is scheduled to take place in the fourth quarter of 2016 aboard a Polar Satellite Launch Vehicle. The other 10 satellites are slated for launch for 2017.

The **Loveland Chamber of Commerce** selected the **Warehouse** to provide small-business development services in support of the city's approved Economic Development Strategic Plan. The contract is effective Jan. 1. The Warehouse, along with its partner the **Larimer Small Business Development Center**, will provide a one-stop-shop for all Loveland business owners and startups looking for assistance. Loveland businesses will benefit from broader, more specialized consulting, a robust adviser network and the addition of industry-specific services and events through the Warehouse. The Warehouse, a 501(c)(3) founded in September 2013, is run by executive director Kelly Peters. It will add two office spaces within the chamber space, located at 5400 Stone Creek Circle in Loveland. The Warehouse continues to maintain its location at 1215 S. Grant Ave. in Loveland.

Internet search giant **Google** will buy 200 megawatts of renewable energy from Broomfield-based **RES Americas'** Bluestem wind farm in Beaver County, Okla., as part of the 842 megawatts it plans to buy over the next two years to power its 14 global data centers. In a media release, Google (Nasdaq: GOOG) described the contracts as the largest and most diverse renewable-energy purchases ever by a company that is not a utility. The agreements boost Google's total purchases of wind- or solar-sourced energy to 2 gigawatts.

DEADLINES

Nominations of outstanding business leaders that shape our community are being accepted for the **Boulder County Business Hall of Fame** until Jan.

29. The hall's board of directors is looking for names of those from the past and present whose business efforts have resulted in community-wide economic, social or cultural benefits to Boulder County and its citizens. Nominations can be submitted at halloffamebiz.com. Nominations will be evaluated by the board based on favorable impact on the community, notable business innovations, corporate philanthropic activities, and business and civic achievements. The candidates for this award will be announced in mid-February. The new honorees will be saluted and inducted at a luncheon attended by interested members of the business community on Wednesday, April 27, at the Plaza Convention Center in Longmont.

Nominations for the 38th annual **Judge Conrad L. Ball Award** must be submitted by Monday, Feb. 29. The nomination form is available online at larimer.org/comcor/conrad_ball_award.htm. Each spring this award is given in the judge's memory to a recipient who has significantly contributed toward improving the quality of criminal justice in Larimer County. The Larimer County Community Corrections Department, on behalf of Larimer County Commissioners, handles the awards process.

EARNINGS

Semiconductor manufacturer **Avago Technologies** (Nasdaq: AVGO) reported a \$1.36 billion profit for its 2015 fiscal year that ended Nov. 1. The net income amounted to \$4.85 per diluted share, up from \$263 million, or 99 cents per share, in 2014. The gains came on \$6.8 billion in revenue, an increase of nearly \$2.6 billion over the prior year, fueled in part by acquisitions of LSI Corp., PLX Technology and Emulex Corp. San Jose-based Avago has its largest facility in Fort Collins, where the company employs some 1,300-plus people. Avago logged net income of \$429 million, or \$1.49 per share, in the fourth quarter, up from \$240 million, or 84 cents per share, a year earlier. Revenue climbed from \$1.59 billion a year earlier to \$1.84 billion for the fourth quarter of the 2015 fiscal year.

Vail Resorts Inc. reported earnings for its first quarter of fiscal year 2016 that exceeded expectations despite a \$59.9 million net loss. The loss for Broom-

field-based Vail (NYSE: MTN) amounted to \$1.63 per share, for the fiscal quarter ending Oct. 31. That was compared with a \$64.3 million loss, or \$1.77 per share, for the previous year. Revenue for the quarter, meanwhile, rose from \$128.3 million last year to \$174.6 million this year.

KUDOS

BluFlux, a radio-frequency design, engineering and test company, was certified as a CTIA-authorized test laboratory for over-the-air performance of wireless devices – the only lab with that authorization in the Rocky Mountain region. The certification authorizes Louisville-based BluFlux as a professional services laboratory for testing and certifying the performance of mobile, Internet of Things, Machine-to-Machine and other devices on wireless networks, and is required for all companies and hardware developers seeking to connect a device on a nationwide cellular network. Washington, D.C.-based CTIA-The Wireless Association, which was founded in 1984 as the Cellular Telephone Industries Association, coordinates the industry's best-practices standards and runs an annual trade show.

Larimer County Commissioner **Steve Johnson** accepted a 2015 Commissioner of the Year award on during the Nov. 30-Dec. 2 annual winter conference of Colorado Counties Inc. in Colorado Springs. During the conference, Larimer County Commissioner **Lew Gaiter III** was voted president-elect of the CCI Board of Directors.



JOHNSON

The **Best Western University Inn** in Fort Collins received the Best Western Director/s Award for outstanding quality standards, recognizing hotels scoring in the top 20 percent of more than 2,100 North American properties in cleanliness and maintenance. Hotels must also meet Best Western's requirements for design and high customer service scores to qualify for the distinction.

The **WaveContact** wireless I/O solution from Boulder-based **FreeWave Technologies Inc.** and its white paper, "M2M Wireless I/O for Hazardous Environments" by Glenn Longley were awarded silver status in the 2015 Golden Bridge Business and Innovation Awards.

Grant Muller and **Scott Sammons**, co-owners of **Spaces Real Estate**, a Boulder/Denver boutique residential real estate firm, received honors recently. Grant Muller won the Entrepreneurial Man of the Year Award at the Denver Gay and Lesbian Chamber of Commerce's 19th annual Business Awards, held at the Palazzo Verdi Event Center in Greenwood Village. Earlier this fall, Sammons was elected to the board of directors for the Boulder Area Realtor Association and will serve a three-year term.

MERGERS & ACQUISITIONS

BizWest Media LLC sold the **Wyoming Business Report** to **APG Media of the Rockies LLC**. In the wake of the deal, the WBR became the sister publication to several community newspapers in Wyoming, including the Wyoming Tribune Eagle. BizWest Media, which has offices in Fort Collins and Boulder, is the publisher of BizWest, the biweekly business newspaper formed out of the merger of sister papers Boulder County Business Report and Northern Colorado Business Report in early 2014.

Family Hospice LLC, which has provided in-home hospice and palliative-care services to patients in Boulder, Broomfield and Larimer counties for a decade, was acquired by Dallas-based **New Century Hospice Inc.** Purchase price and terms of the transaction were not disclosed. Boulder-based Family Hospice was founded in 2005 by Luther and Melody Stanton and their son, Jerry Kopack. New Century operates hospices in Castle Rock and Colorado Springs as well as 17 other locations in Georgia, Louisiana, Oklahoma, Texas and Virginia. Family Hospice, with offices at 1790 30th St., Suite 308, will begin doing business as New Century Hospice of Boulder after transition and integration. Its fundraising arm, the Family Hospice Foundation, was not part of the transaction.

Townsquare Media (NYSE: TSQ), whose portfolio

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lio includes five radio stations that serve Northern Colorado, took over ownership of **Taste of Fort Collins**, the annual summer festival that features food, beverages and music in Old Town. Townsquare, based in Greenwich, Conn., and Cincinnati, bought the festival from Denver-based **Team Player Productions**, which started the festival in the 1990s. Financial terms of the transaction were not released. Radio stations owned by Townsquare include country music KUAD-FM 99.1 ("K99"); adult contemporary KTRR-FM ("Tri 102.5"), active rock KMAX-FM 94.3 ("94.3X"), alternative-rock KKPL-FM ("99.9 The Point") and classic rock KARS-FM ("Rock 102.9").

HoloBeing Wellness Institute, an incubator for holistic practitioners, merged with another Boulder company, **Women in Community**, which offers training programs for female entrepreneurs. HoloBeing owner Lesley Glenner described the merger as a partnership between the two companies, with both she and WINC owner Myka McLaughlin running the new entity, which has been dubbed HoloWINC. The two will share space at HoloBeing's 3008 Folsom St., location. They'll also be expanding into space next door at 3012 Folsom, giving HoloWINC about 2,000 square feet in all come next month.

TLC Employer Services, a payroll-services company based in Fort Collins, acquired a Longmont-based competitor in a transaction that expands its relationship with the parent firm that sold it. TLC, which employs 12 people at 201 S. College Ave., Suite 215, in Fort Collins, purchased **Peak Payroll Solutions**, which housed a staff of three at 2420 Trade Centre Ave., Unit B, in Longmont. Peak Payroll was a division of Digital Retirement Solutions, at the same Longmont address. DRS provides record-keeping and administration services for companies' 401(k) plans – services to which TLC clients now will have access.

New Jersey-based **Pinnacle Foods Inc.** (NYSE: PF) struck a deal to acquire Boulder-based packaged-foods company **Boulder Brands** (Nasdaq: BDBD) for \$710 million or \$11 per share. In addition, Pinnacle will assume about \$265 million in Boulder Brands' debt, bringing the full value of the deal to \$975 million.

The deal is expected to close in the first quarter of 2016. Pinnacle officials said their intent is to retain the 43,000-square-foot downtown Boulder headquarters of Boulder Brands, whose offerings include the Glutino, Udi's Gluten Free, Earth Balance, Level Life and Smart Balance brands. Pinnacle's brands include Duncan Hines, Vlasic and Mrs. Butterworth's.

Boulder-based broadband infrastructure provider **Zayo Group Holdings Inc.** (NYSE: ZAYO) is acquiring Toronto-based **Allstream Inc.** in an all-cash transaction worth roughly \$348 million in U.S. currency. Allstream is a subsidiary of MTS Inc., which provides bandwidth and telecom services across Canada. The deal would give Boulder-based Zayo 9,000 kilometers of metro fiber that is concentrated in Canada's five largest metropolitan markets. Allstream also has about 20,000 kilometers of long-haul fiber that connects all of the major Canadian metro markets and 10 U.S. network access points.

MOVES

Veterinarians **Trish Miller** and **Ken Bixel**, owners of **Berthoud Animal Hospital**, closed Nov. 16 on the \$575,000 purchase of the building at 505 W. Mountain Ave. that for decades housed the **Wayside Inn** but has sat vacant for the past six years. The seller was **JPCL Enterprises** of Fort Collins. The veterinary hospital, which opened in 1977 at 115 Turner Ave. and occupies less than 2,000 square feet, will be able to more than double its size when it moves into the building, probably in mid-2016.

Having parlayed its 18 months at the Innosphere startup incubator in Fort Collins into a steepened growth curve, software company **AllProWebTools** moved back to Loveland, setting up shop in a 1,325-square-foot space at 1339 S. Garfield Ave. AllProWebTools, officially 1on1 Business LLC, makes a software platform that helps small businesses manage everything from their online web content to marketing to contacts to employee tasks to sales. The company had been based at 2956 Ginnala Dr. in Loveland before moving into Innosphere.

Trebuchet Group, a Fort Collins-based organizational- and leadership-development consulting

firm, moved to a new headquarters is at 405 Mason Court, Suites 111 and 113 in Fort Collins.

OPENINGS

Construction is under way in Loveland for **The Human Bean's** seventh stand-alone coffee dispensary. Fort Collins-based The Human Bean, owned by Frank Sherman, expects to open a 500-square-foot coffee shop at 6180 Crossroads Blvd. between Palomino Mexican Restaurant and Schrader's Country Store. It will have a long drive-through lane, outdoor patio seating and additional parking for walk-ups. Construction started Nov. 9, with an anticipated opening in March.

Mariah DeGear of Fort Collins opened **Charmacy** at 1220 S. College Ave., selling items including locally made balms, handcrafted jewelry and nature-inspired candles.

Fort Collins-based **New Century Software Inc.**, which supplies integrity-management pipeline software and consulting for the oil and gas industry, has opened an office under its new "Integrity Plus" divi-

sion in Houston's "Energy Corridor," west of downtown along the Katy Freeway. The space offers Integrity Plus the square footage to grow its Houston staff of analysts, compliance engineers and integrity-management professionals along with space for training and education.

PRODUCT UPDATE

Longmont-based **Oskar Blues Brewery** and Brevard, N.C.-based **Hotbox Roasters** collaborated to introduce a national, limited-release brew, **Hotbox Coffee Porter**. It has a malted base extracted from English and German roasted and caramel malts, and is comprised of flavors like roasted nuts, crème brûlée, cocoa and caramel, infused with cold-extracted coffee from Burundian and Ethiopian beans as well as flavors and aromas of dark plums, chocolate and hints of blueberry.

Fort Collins-based **New Belgium Brewing** is going into uncharted territory with **Blackberry Barley Wine**, the brewery's latest **Lips of Faith** offering and its first foray into the barley wine category.



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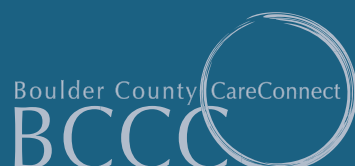
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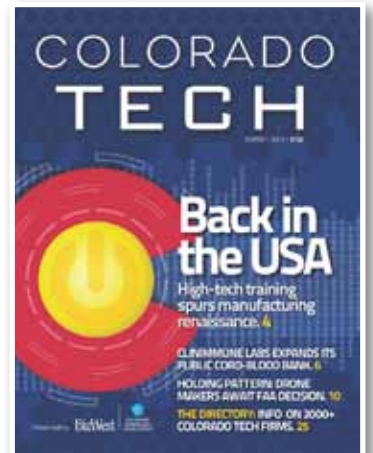
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Wobbekind: Most Colorado sectors to grow in 2016

By Joshua Lindenstein

jilindenstein@bizwestmedia.com

BOULDER—Colorado's oil and natural gas industry is expected to keep shedding jobs in 2016, perhaps between 1,000 and 2,000. But even with such losses, the state's overall unemployment has gotten so low that in-migration of new residents will be critical to Colorado filling all of the new jobs expected to come online, according to noted University of Colorado Boulder economist Richard Wobbekind.



WOBBEKIND

Wobbekind made the remarks in discussing the Colorado Business Economic Outlook for 2016, which was released Dec. 7 by CU for the 51st year in a row. The Business Research Division at CU's Leeds School of Business compiles the report.

The natural resources and mining industry, which includes oil and gas, is the only major industry in the state that the CU researchers are predicting will lose jobs in 2016. The state as a whole is expected to gain 65,100, an increase of 2.6 percent. While that growth rate is slightly slower than in 2014 and 2015, it would stand up historically – and nationally – as quite strong.

The good news for the oil and gas industry in Colorado – and Weld County, where much of the industry is centered – is that Weld County has weathered the drastic fall of oil prices in 2015 better than CU researchers had expected.

Weld County, fueled in large part by the oil boom, has boasted one of the top rates of job growth in the country since the recession. Wobbekind said the county has done a good job of diversifying its growth in areas like manufacturing and technology, a major factor in the county's ability to limit the impacts of the oil slump.

"We had anticipated a more significant slowdown ... for Weld County due to the slowdown in oil prices," Wobbekind said in a phone interview. "But they have continued to maintain fairly good numbers. There have been a few months where they've dipped, but Weld County is doing just fine."

With U.S. crude oil prices languishing below \$50 per barrel for much of the year in 2015, CU's report projects a wide average price range of \$50 to \$75 for 2016. Wobbekind said he's expecting the lower end of that range to be more realistic, though that's still much more

Colorado rank among other states

Colorado is generally above the national median for growth in GDP, employment, population and labor force.

Metric	1-year	3-year	5-year	10-year
Real GDP growth	5	3	9	9
Employment growth	21	6	5	5
Population growth	4	3	4	6
Personal income growth	7	1	3	9
PCPI growth	9	12	23	29
PCPI	14	16	13	12
Avg. annual pay growth	8	16	20	20
Avg. annual pay	13	12	12	12
Unemployment rate	13	27	29	22
Labor force growth	38	17	12	7
FHFA home price index	1	5	6	4

Source: 2016 Colorado Economic Outlook, Leeds School of Business

optimistic than some prognosticators who are projecting prices to dip even further than their current levels of just less than \$40 per barrel.

Wobbekind said he expects to see oil and gas production, which reached record levels in Colorado in 2015 despite the price drop, to level off in 2016. And he expects to see more mergers and acquisitions as smaller companies find it tough to stay afloat.

"We've seen a little bit of that," he said. "My feeling is in the next six months you'll see even more of that."

As for the rest of the state, life will be good.

The professional and business services sector is expected to lead the charge, with CU projecting 15,500 new jobs in that category. Education and health services, is also expected to add more than 10,000 jobs, along with the trade, transportation and utilities sector. Construction, meanwhile, won't be far behind, with an expected 9,700 new jobs coming on board as homebuilders try to keep up with the state's increasing population.

Wobbekind said technology will also continue to fare well as Colorado's entrepreneurial spirit drives innovation.

In all, strength in those industries means plenty more growth in Boulder and Larimer counties in addition to Weld.

"A lot of the things that are doing well are kind of nestled (north of Denver)," Wobbekind said.

While the agriculture sector will suffer some from depressed commodity prices and the strength of the dollar, Wobbekind said the impacts won't

cause major issues as far as putting a lot of farmers out of business.

The state is expected to add 95,000 new residents in 2016 to bring Colorado's total population to 5.5 million. However, Colorado's labor force participation rate is actually declining as many baby boomers exit the work force sooner than expected and the 25-to-34 age bracket also shows low participation.

Those factors, Wobbekind believes, will finally begin to drive up wages as the state begins to deal with a talent gap. The talent gap, in fact, is the biggest challenge the United States is going to face as a country, Wobbekind said.

"Right now, (Colorado's) growth is very dependent on migration into the state, and I think it's an interesting question whether we will maintain that same level of migration from working individuals going forward given how tight the labor force is going to be in all parts of the country," Wobbekind said.

That means more housing price gains. However, an increase of new housing stock coming online in Denver and other areas like Erie and Northern Colorado, should slow rental rate and housing price appreciation overall. Boulder, where housing stock is still quite restrained, remains a wildcard in that regard.

"I think next year we're back into single digits, maybe 5 or 6 percent (growth) for the state," Wobbekind said.

Joshua Lindenstein can be reached at 303-630-1943, 970-416-7343 or jilindenstein@bizwestmedia.com. Follow him on Twitter at @joshlindenstein

THE TICKER

U.S. brewery count eclipses 1873 record

BOULDER — The craft beer industry has set an American record, with the 4,144 breweries now operating nationwide eclipsing the 4,131 breweries in 1873.

The figures come from a new report released by the Boulder-based Brewers Association that shows no end to the boom in sight. That's because there are now more than two new breweries opening each day across the country.

Of course, per capita, America still has a ways to go to reach 1873 status. Back then, the population of the country was roughly 42 million, meaning there was one brewery for every 10,167 people. Today that ratio stands at one brewery for every 75,290 people.

Colorado, with more than 300 breweries, is one of 15 states with more than 100. The state was third in barrels brewed by craft brewers in 2014, trailing only Pennsylvania and California. In 1873, New York took those top honors, followed by Pennsylvania and Ohio.

After reaching the high point in 1873, a period of consolidation began reducing the number of breweries in the industry. After prohibition wiped out the industry in the 1920s, the country rebounded to more than 800 in the years following prohibition's repeal. But by the late 1970s, there were fewer than 50 craft breweries before changes in laws nationally and on the state levels began clearing the way for the current boom.

By 1996, the country boasted 1,000 craft breweries. It took until 2011 for that number to double, but it's taken just four years for it to do so again.

Weld's 2Q jobs figures to be revised down

DENVER — Second-quarter jobs estimates are expected to be revised downward for Weld County by 2.2 percent from June estimates, while estimates in Boulder and Larimer counties are expected to remain fairly static, according to new numbers released by the Colorado Department of Labor and Employment.

The revised figures come from unemployment insurance reports that Colorado employers are required to file quarterly with the state that include the number of people employed at each firm for each month of the quarter. The monthly estimates released by the state in cooperation with the U.S. Bureau of Labor Statistics are based on a survey of business establishments.

Original estimates at the end of June placed the total number of jobs in Weld County at 102,300, but the state now expects that figure to be revised downward to 100,000. That would still mark a 2.4 percent increase over the same point a year earlier.

Larimer County's numbers are expected to be revised downward just slightly, while Boulder's are expected to rise slightly. Broomfield County is part of the Denver metropolitan statistical area, which is also expected to see a slight upward revision to its June numbers.

The new figures place Larimer's total number of jobs at 154,400, down from 155,300. Boulder's new number is 180,000, up from 178,700 originally estimated at the end of June.

The full-year numbers are finalized in March, when results of the year-end Quarterly Census of Employment and Wages are released.

BW COMMENTARY

NoCo, Springs should reject competition for transportation funds

Hurry up and wait.

That expression — increasingly voiced by drivers along north Interstate 25 as they sit in traffic — could easily describe the gridlock over transportation funding at the state and federal levels.

Now, with Congress having passed the \$305 billion Fixing America's Surface Transportation Act, the nation has a five-year blueprint for highway funding.

President Obama signed the FAST Act into law Dec. 4. But already, some would pit regions of the state against each other in a desperate quest for any funds making their way to Colorado.

The Gazette in Colorado Springs editorialized Dec. 4 that, "In Colorado, widening of I-25 between Monument and Castle Rock should be the highest priority for the state's share of these funds." It added, "Competition for funds will be fierce throughout Colorado. Denver residents will mostly want improvements to Interstate 70 in the direction of ski country to the west. Fort Collins wants more lanes on I-25 in northern Colorado. But nothing will benefit our state more than speeding tourism and commerce between its two major metropolitan areas. For this to happen, Colorado Springs will need to lead the charge."

Give us a break — or, rather, brake!

El Paso County includes 663,000 people, according to a U.S. Census Bureau estimate. Northern Colorado, including Larimer and Weld Counties, is not too far behind, at a combined 601,792, and constitutes one of the fastest-growing regions in the country.

Gross domestic product for the Colorado Springs metropolitan statistical area came in at \$27.12 billion in 2014. The Fort Collins-Loveland and Greeley MSAs — Larimer and Weld counties — totaled \$22.3 billion. Greeley was the fourth fastest-growing economy in the nation.

Colorado Springs and Northern Colorado constitute the southern and northern anchors of the Front Range economy. The two regions should collaborate to increase transportation funding, rather than elbow and trample one another like Black Friday shoppers.

A broad coalition of business leaders from throughout the state — including the CEO of the Colorado Springs Business Alliance and the chairman of the Fix North I-25 Business Coalition — get that point, signing a letter that encouraging Gov. John Hickenlooper to make transportation funding a priority for the 2016 legislative session.

Such cooperation heightens the chance that we can improve the I-70 corridor, I-25 north and, yes, I-25 between Castle Rock and Monument.

Competition will produce nothing more than gridlock.

Greeley gains momentum

Greeley defies expectations.

In fact, the Northern Colorado community celebrates that fact with its "Greeley Unexpected" campaign — a far more effective slogan than the old "Greeley ... Great. From the Ground Up."

Greeley — named for famed newspaperman Horace Greeley — surprises some visitors expecting a combination of a cow town and an oilfield. While it's true that the energy sector has helped create an economic boom in the city, and while agribusiness remains a critical sector of the economy, Greeley celebrates an increasingly diverse mix of industries and amenities. (And, no, the city does not have feedlots outside the courthouse.)

Greeley does, however, have momentum. The Greeley metropolitan statistical area — encompassing all of Weld County — ranked as the No. 4 fastest-growing MSA in the country for gross domestic product last year, and the city has now surpassed 100,000 population.

As Doug Storum reports in this edition, major redevelopments are occurring in Greeley's downtown, long the scene of vacant storefronts and lonely streetscapes.

Hensel Phelps Construction Co. and the city are finalizing a deal to build a new, 150-to-200-room hotel and conference center north of Lincoln Park.

The city of Greeley plans to build a new city hall. The hotel and city hall projects will spur other relocations downtown, including the library and fire-department headquarters.

A broad range of other projects are planned downtown, including work at the Jerome Building, more Weld County workers moving to the now-county-owned Chase Plaza building, a mystery project

involving the Richardson family at Eighth Avenue and 16th Street, and many others.

Greeley business icon and downtown booster Bob Tointon notes that some projects downtown remain a struggle, but there's a growing confidence evident in officials and civic leaders. Longtime restaurants such as the Rio Grande Mexican Restaurant have been joined by newer arrivals such as the Greeley Chop House, Moody's American Grill and Right Coast Pizza.

Patrick's Irish Pub, The Mad Cow and WeldWerks Brewing are popular hangouts, and entertainment venues such as the Moxi Theater and The Kress Cinema & Lounge bring audiences downtown.

Greeley's downtown took a leap forward in 2012, when the city voted to allow open containers in one part of downtown on Friday evenings in the summer. Additionally, streetscape improvements along Eighth Avenue, with new medians and landscaping, are making the downtown area more inviting.

Elsewhere in the city, unexpected pleasures await. I've had numerous people comment to me that they are impressed with Pelligrini Ristorante Italiano-Bar, which in 2012 took over space that once housed Potato Brumbaugh's restaurant. "Who knew?" is a frequent comment, reflecting surprise that such a quality restaurant exists in Greeley.

I've mentioned in a previous column the Greeley Blues Jam, which brings thousands of blues fans to the city. Visitors to that event and the larger Greeley Stampede increasingly see a city with a mix of arts, entertainment, dining options — and confidence.

Eventually, if the momentum continues, the unexpected could become the norm, and Horace Greeley's admonition to "Go west, young man" could be transformed for Front Range visitors looking east instead.

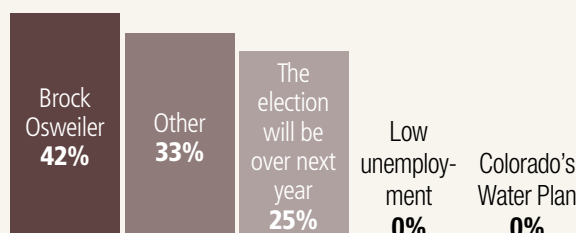
Christopher Wood can be reached at 303-630-1942, 970-232-2133 or via email at cwood@bizwestmedia.com.



**PUBLISHER'S
NOTEBOOK**
CHRISTOPHER WOOD

BW POLL

What are you thankful for?



Next Question:

What are your company's hiring plans for 2016?

- We're growing like crazy and adding workers.
- Meh. We'll be pretty flat in employment.
- Hiring? We're cutting back!

Visit www.BizWest.com to express your opinion.

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Publishers

JEFF NUTTALL
jnuttall@bizwestmedia.com
970-232-3131 | 303-630-1955

CHRISTOPHER WOOD
cwood@bizwestmedia.com
303-630-1942 | 970-232-3133

Executive Editor

CHRISTOPHER WOOD
cwood@bizwestmedia.com
303-630-1942 | 970-232-3133

Controller

BEVAN NOACK
bnoack@bizwestmedia.com
970-232-3151 | 303-630-1963

BizWest
BOULDER VALLEY • NORTHERN COLORADO

Vice President of Strategic Partnerships

SANDY POWELL
spowell@bizwestmedia.com
970-232-3144 | 303-630-1954

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Boulder Office

1790 30th St., Suite 300, Boulder, CO 80301 | Fax: 303-440-8954

Fort Collins Office

1550 E. Harmony Road, 2nd floor, Fort Collins, CO 80525
P.O. Box 270810, Fort Collins, CO 80527 | Fax: 970-221-5432



Let's build an economy that works for everyone

What should an economic recovery look like in Colorado? Is it a period of prosperity during which everyone in the state has a chance to work, build their economic security and provide for their families' needs? Or is it a time when peoples' wages stagnate, Coloradans struggle to make ends meet and only those in the very highest salary tiers benefit financially?

I'd like to think that any reasonable person would say the former, but the latter scenario represents how Colorado's economy has played out during the past five years, according to findings from the "State of Working Colorado 2015-16" report. Yet, economists are calling the past five years an economic recovery.

Published annually by the Colorado Center on Law and Policy, the report is a collection of critical data designed to look beyond broad-based indicators to better understand how the economy is working for Coloradans across the economic spectrum.

The report acknowledges that Colorado's economy has been expanding by a number of measures since 2009. In short, unemployment is way down and productivity is way up. While that should be a cause of celebration for Coloradans, those metrics only tell part of the story. Whether or not we're in recovery mode, the fact remains that a vast majority of Colorado workers simply have not enjoyed

broadly shared prosperity from the so-called economic expansion.

Among the report's findings:

■ Job growth in Colorado lags population growth and is concentrated in low-wage jobs. While it's true that the unemployment rate has declined, most of the job growth in Colorado has occurred in occupations that pay below the self-sufficiency standard required to cover basic needs such as housing, transportation, child care, insurance and taxes. Also, to keep pace with its rapid population growth, Colorado needs to create 140,600 additional jobs.

■ Despite low unemployment, there are still significant signs of slack in the labor market. In 2014, 81 percent of the prime working-age population in Colorado was employed – still nearly 3 percentage points lower than the pre-recession high. Meanwhile, even amid a recovering economy, too many workers are still "settling" for part-time jobs that don't provide sufficient pay or benefits.

■ Wages continue to stagnate for most Colorado workers as productivity rises. Apart from those on the upper end of the salary curve, very few Coloradans are really feeling

the economic recovery that officially began five years ago. In fact, the report shows that Coloradans are essentially working more for less. Productivity has grown by nearly 30 percent in Colorado since 2000 while the median wage has stalled over the same period of time.

■ People of color and women still experience huge disparities in terms of opportunity and pay. The white median household income in Colorado was \$67,360 compared with the Latino median income of \$44,174 and the black median

income of \$41,743. Meanwhile, women earn less than men at every educational level, and the gap widens as education level increases. Colorado women age 25 and older earned only about 79.6 percent of men's median income. Assuming progress continues the disparity in earnings between men

and women in Colorado will not close until 2057.

In a nutshell, this report reveals alarming and widening disparities along ethnic, cultural, social and gender lines – signifying a growing crisis of income inequality that must be fixed if the economic recovery is to be real, meaningful and enduring.

In a nutshell, this report reveals alarming and widening disparities along ethnic, cultural, social and gender lines – signifying a growing crisis of income inequality that must be fixed if the economic recovery is to be real, meaningful and enduring.

If there's a silver lining in this report, it's that good policy could help break the cycle of wage stagnation that endangers the long-term prosperity and well-being of Colorado. Raising the minimum wage in Colorado (or letting municipalities set their own minimum wage) would be one step in the right direction. But that would not address the changed composition of the job market. We should expand skills training for those who have been out of work for long periods of time, target resources at the most challenged population, and make sure child care is available for single parents so they attend school. We should also invest public money into affordable housing so that the large number of rent-burdened low-income households are able to pay rent and provide for their families. Outside of state level policies, larger changes in our economy are needed so that workers are able to realize some of the wealth being created by increases in their productivity.

With the 2016 legislative session fast approaching, we hope the "State of Working Colorado 2015-16" will spur a dialogue between workers, employers, policymakers and lawmakers. Ultimately, we want to inspire policies and ideas that bridge the gaps in the economy and help working families achieve the economic security their hard work has earned.

Claire Levy is a former state legislator and executive director of the Colorado Center on Law and Policy, a nonprofit advocacy organization that serves the interests of low-income Coloradans.

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: "Editorial: Water plan strikes right balance," Nov. 27

Commenter: Ryan H

"There is no real compromise in this plan. It was crafted by and for the usual vested interests who

profit from draining rivers. There was only token participation by 'environmentalists' or other public-interest advocates. There certainly is not 'equal emphasis on conservation.' Only again, token language, from which no really supportive actions will likely ensue. Meanwhile, projects which will destroy rivers will get the state's blessing under the guise of this 'balanced approach' "

Story: "2534 development puts Johnstown on the map," Nov. 27

Commenter: Dani Korkegi

"It would be great if, along with

the Gateway apartment complex and Thompson River Ranch, we'd have enough 'rooftops' to compel King Soopers to build a store around here. While this location in Thompson Crossing is absolutely wonderful, we're equidistant from the Soopers in Loveland and Windsor, both of which can be a drive depending on traffic."

Commenter: carmen fisher-carmen.fulisher

"A King Soopers would be a huge draw for all the residents in this area, and including East Loveland residents."

Commenter: Josiah

"I agree completely with previous comments, we just bought a house in Thomson river ranch and are excited about sheels. But a grocer is badly needed"

Story: "Report cites growing role of wind power," Dec. 3

Commenter: Robin Whiteman

"From what I understand, the 145 tunings in El Paso County are NOT supplying power to any of the residents of our county!"



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For questions contact:

Betti Seay, VP/Community Relations
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