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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

VOLUME 35 | ISSUE 8 | APRIL 1-14, 2016



# Google, plus

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Boulder County Business Hall of Fame  
April 27, 2016  
Plaza Convention Center, Longmont

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May 12  
Hahns Peak II, Loveland

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Circulation: 303-630-1965 | 970-232-3132 | mloss@bizwestmedia.com

Volume 35 : Issue 8  
April 1-14, 2016

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April 27  
The Plaza Convention Center, Longmont

### ■ Northern Colorado Mercury 100

May 12  
Hanhs Peak II, Loveland

## QUOTABLE

“This is something I’m really proud of. This is going to be my mark on the city.”

Scott Holton, principal, Element Properties, on his company's plans for the S'Park project on 30th Street in Boulder. **Page 10**

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#### April 6th - Breakfast, 7:15 am

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*Ptarmigan Country Club, Fort Collins*

#### May 4th - Luncheon, 11:15 am

Historic Preservation Panel  
*Ptarmigan Country Club, Fort Collins*

#### June 1st - Breakfast, 7:15 am

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Curt Burgener, president and CEO of Transpro Burgener trucking, is celebrating the company's 70th year in business. Transpro Burgener Trucking is a dry bulk materials transportation company that services Wyoming and Colorado.

JOEL BLOCKER/FOR BIZWEST

# Gearing up

## Transpro Burgener Trucking shifts for growth

By Curt MacDougall  
news@bizwestmedia.com

FORT COLLINS—Despite the recent economic rebound, or perhaps because of it, the trucking industry finds itself in a bit of a bind — not enough qualified drivers. A [report](#) from the American Trucking Associations estimated the shortage for 2015 at more than 47,000, the highest level ever recorded, according to the study.

If the economy continues to strengthen, the ATA expects that number to jump by another 26,000 this year alone, leading to a dire prediction: “If the trend stays on course, there will likely be severe supply chain disruptions resulting in significant shipping delays, higher inventory carrying costs, and perhaps shortages at stores.”

For at least one Northern Colorado-based trucking firm, though, the news is not all gloom and doom. Based in Fort Collins, Transpro Burgener trucking is preparing for a bright future. “We’ve been able to take advantage of lots of opportunities that have come our way,” said Mike Dempsey, Burgener’s chief financial officer. “We’re fortunate to be in a position right now to add to our fleet and modernize things and better service our customers.”

Dempsey said the company is purchasing 25 new rigs to enhance its existing fleet of 150 trucks and about 300 trailers. And while he admits that finding drivers in this current economy is a challenge, Dempsey feels Burgener has

**“Customer service is most important to us, so we’re still nimble and able to respond to customer needs and demands, but we’re also building the infrastructure within the company in order to operate like a larger firm.”**

Mike Dempsey, CFO

an edge over other trucking firms.

“We want to attract the best drivers and we want to retain them,” he said. “One of the things strategically that we’re focused on is making our company one of the best places to work for the drivers, because when it comes down to the end of the day, those are the ones who service our customers and without them, we can’t do it.”

A classic story of humble beginnings, Transpro Burgener Trucking has been “doing it” for 70 years now. Returning from World War II, Ed Burgener started the business in 1946 with a single dump truck, eventually handing the company reins to his son. Then Curt Burgener, Ed’s grandson, took over management in 2006. Today, the firm operates four terminals along the

### The Lesson

A diversified client base will help a company weather downturns in a given sector, allowing it to grow while others downsize.

Front Range, including Laramie, Fort Collins, Denver and Pueblo, with 175 employees.

The company’s ‘bread and butter’ is hauling dry bulk commodities for jobs ranging from oilfield support to infrastructure projects. “Anything that requires lots of bulk materials, whether that be aggregates or road base or cement,” Dempsey explained. “There’s an emphasis on that on the Front Range right now ... if you’ve been to Denver recently, there’s a whole lot of activity going on with things like the completion of the Union Station project, highway construction — we’re involved in all those types of projects.”

While there have been plenty of bumps in the road, Dempsey attributes the company’s success, at least in part, to diversification. As an example, he points to the oil business in Northern Colorado and Southern Wyoming, which was booming as recently as a year ago. That meant lots of business shipping to the oilfields, things such as cement for the well casings or sand for the drilling operations. But with the plunge in oil prices, much of that activity has fallen off.

“There were a lot of trucking com-

panies out there that were focused on just that segment that are really hurting right now, but fortunately for us, it’s only a portion of what we do,” Dempsey said. “We operate in a lot of other business segments, so we’ve been able to weather that downturn better than most.”

And the corresponding drop in fuel costs hasn’t necessarily translated into savings for Transpro Burgener, either. “With so many trucks that are idle, trucking in general in the marketplace has dropped off,” he said. “And with fuel prices coming down, prices for trucking have been coming down as well and eating into that improvement in costs.”

On the “plus” side, Dempsey said, customers are seeing the benefits of those lower trucking prices, which he sees as helping to stimulate the overall economy.

In fact, Dempsey credits a recent contract with a large materials supplier as some of the impetus for the additional trucks. Transpro Burgener will be supplying all 11 of the metro Denver Martin Marietta Ready Mix plants with cement and flyash. Gary Percy, Martin Marietta’s Rocky Mountain Division area sales manager and a long-time customer, said in an email, “Our delivery service requirements continue to increase year over year. Along the way, Burgener has been willing to invest in additional equipment and employees to support our growing customer and plant base. Burgener has also invested

Please see **Trucking**, page 4

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**Trucking, from 3**

in the necessary safety training and insurances to adhere to Martin Marietta's safety policies."

Managing Transpro Burgener's growth is another challenge the firm has tackled head-on.

"Growing an entrepreneurial business, I think there are a lot of firms that reach a point where it gets too big for the entrepreneur to handle, but the Burgener family has been very good about making that transition and keeping that balance between an entrepreneurial company and a larger company," Dempsey explained. "Customer service is most important to us, so we're still nimble and able to respond to customer needs and demands, but we're also building the infrastructure within the company in order to operate like a larger firm."

Installing that infrastructure began in earnest a few years ago. As president of the company, Curt Burgener was very 'hands-on' and spent a lot of time managing every aspect of the operations. But in order to back away from the day-to-day workings and focus more on strategic growth, Burgener sought out a search firm to start the process of assembling an executive team. Dempsey was the first hire, coming aboard as CFO in August 2014.

"Then we started looking to expand the administrative staff to take more pressure off of Curt, so we hired an HR manager, and we hired a manager for each of our terminals so Curt being the CEO could focus on CEO duties,"

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**Address:** 7301 SW Frontage Road, Suite 3, Fort Collins, CO 80528

**Phone:** 970-482-4888

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**Employees:** 175

**CEO:** Curt Burgener

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Dempsey said. "We're really proud of the team we've been able to build and believe it will support the future growth of the company."

Transpro Burgener believes that growth could expand along the Interstate 25 corridor.

"We see that as our strength now," Dempsey said. "We could be going north and south along that corridor ... basically from Casper (Wyoming) to Las Cruces (New Mexico). It allows us to be able to travel in all directions along that corridor to service customers in the Rocky Mountain region." The management team also expects to continually diversify the types of commodities hauled.

"We think it makes us an attractive business partner for companies because we have financial strength and stability to be able to weather those downturns in any given segment."

For Pearcy, the attraction is pretty basic. As he puts it, "[They're] easy and enjoyable to do business with."

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# Boulder, Longmont, Broomfield chambers form alliance

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.

The chambers of commerce in Boulder, Longmont and Broomfield have formed an alliance that they hope will help them address regional issues such as transportation and affordable housing, not only at the local level but also with a unified voice before state lawmakers. Dubbed the Northwest Chamber Alliance, the group's intent is to bring in other chambers in the area to participate as well. The alliance's first major order of business will be to meet with Gov. John Hickenlooper and other state legislators on April 6 in Denver to express business leaders' concerns around transportation and their support for more regional transportation planning and funding. Between the three chambers, they represent 2,400 businesses with roughly 100,000 employees.

Posted March 29.

## Edmonton-based Stantec to acquire MWH Global

BROOMFIELD — Stantec Inc. (NYSE: STN) is acquiring Broomfield-based MWH Global Inc. for

### NEWS DIGEST

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\$793 million. MWH is a global engineering, consulting and construction management firm focused on water and natural resources for built infrastructure and the environment. Edmonton, Alberta-based Stantec will acquire MWH and its 6,800 worldwide employees, giving it a position as a global leader in water-resources infrastructure while earning greater international presence.

Posted March 29.

## Boulder, Fort Collins rank among U.S.' most educated

The Boulder metropolitan statistical area ranks second and Fort Collins fourth on a new list of the most-educated metro areas in the United States. New York-based

ValuePenguin.com, a data-analysis firm that aims to help consumers make decisions, evaluated the top 200 MSAs nationwide using 17 different data sets. The four major metrics used to rank metro areas included: level of educational attainment for those 25 and over; percentage of the population whose poverty status is determined by a specific level of education; quality of schools, including primary and secondary, in addition to universities; and the percentage of the population, broken down by various education levels, that is employed. The Boulder MSA, defined as Boulder County, was topped on the Value Penguin list only by the San Jose-Sunnyvale-Santa Clara MSA in California. San-Francisco-Oakland-Hayward, Calif., finished third, followed by Fort Collins (defined as Larimer County) and Ann Arbor, Mich.; in the top five.

Posted March 28.

## \$20M donation puts Lubick's name on new CSU stadium

FORT COLLINS — Colorado State University announced on Friday that an anonymous donor's \$20 million gift ensures that the moniker "Sonny Lubick Field" will be transferred from Hughes Sta-

dium to the Rams' new on-campus football stadium when it opens for the 2017 season. CSU will receive the money over the next 30 years. The deal provides a bit of a double boost for the school as it leaves open the ability for CSU to seek a stadium naming-rights partner as well. School officials said construction of the \$220 million stadium remains on time and on budget.

Posted March 25.

## Boulder files motions in municipalization case

BOULDER — The city of Boulder filed motions with the Colorado Public Utilities Commission to map out discovery procedures with Xcel Energy and waive certain data privacy rules as the city works to supplement its application to create a municipal electric utility. The PUC last fall had deemed the technical and engineering analysis in Boulder's municipalization application insufficient for the commissioners to be able to rule on the plan. The commissioners directed the city and Xcel to engage in discovery so that Boulder could supplement its application with greater detail regarding how the city planned to separate its system from Xcel's.

Posted March 17.



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# Towns harness momentum of retail, residential growth

## Dacono, Firestone, Frederick see wave of new developments

By Elizabeth Gold

news@bizwestmedia.com

The goal of attracting more businesses to keep tax dollars local and residents happy continues to build steam in the Carbon Valley, which includes Dacono, Firestone and Frederick.

The largest of the municipalities — the town of Firestone — is home to about 12,000 people and spreads out over 14 square miles, according to Bruce Nickerson, town planner and member of the economic development committee.

“Presently, there are 1.8 million square feet of commercial development projects — 1.4 million square feet of retail, commercial and industrial if you take out schools and government buildings,” he said.

The town is growing at a rate of 21 percent annually and was rated one of the fastest-growing communities in Colorado in the 2010 census.

“I’ve been with the town for over 20 years and watched policies and how they’re manifested,” Nickerson said. “The largest revenue for the town comes from retail business, and that’s why the town board decided to move toward a series of annexations early on when growth started in the area.”

A recent annexation, Barefoot Lakes, is now being developed by Brookfield Residential Co. The mixed-use project encompasses 1,300 acres and will include about 3,000 houses and about 500,000 square feet of commercial space.

Barefoot Lakes covers the area along Colorado Boulevard, south of Colorado Highway 66 and east of Interstate 25. The finished project will include an interconnecting trail system, as well as parks — all situated around a lake.

Model homes are currently under construction.

“We expect they’ll be pulling a lot of permits in 2016,” Nickerson said. “And once they get a few hundred homes in there over the next 12 months, we expect more commercial development to be on the market for absorption.”

“We’re working with Upstate Colorado [Economic Development] to bring in major employers in research



CHRISTOPHER WOOD/BIZWEST

Centura Health and Longmont United Hospital are adding a hybrid urgent/emergency-care room to the Indian Peaks Medical Center in Frederick.

**“We expect they’ll be pulling a lot of permits in 2016. And once they get a few hundred homes in there over the next 12 months, we expect more commercial development to be on the market for absorption.”**

Bruce Nickerson, Firestone town planner

and development,” he added.

In 2009, Firestone partnered with local developers to attract Home Depot, resulting in about 100 jobs — a large portion filled by Firestone residents.

“It’s the shoppers who pay the sales tax,” Nickerson added. “Home

Depot just pays the property tax.

“When Firestone has commercial services and goods, it assists citizens to not have to travel. We have lots of fast-food restaurants, and now we have some sit-down restaurants in the works.”

A medical facility is also part of the current development.

Firestone’s neighbor, the town of Frederick, takes up just over 13 square miles and is home to about 11,105 people.

Under construction now is a 6,995-square-foot medical office space (Lot 4), a 7,500-square-foot office or warehouse space (Lot 8) and another 12,300 square feet of office or warehouse space (Parker Sheet Metal).

“Lot 8 is the only spec building,” said Jennifer Simmons, planning director for the town of Frederick. “It has a small office with mostly warehouse space.”

Determining the details for incentive packages for commercial development is done on a case-by-case

basis, she added. “We look at the number of employees they will have and the salaries based on average wages in town,” she said.

In addition to the three buildings currently under construction, two commercial projects were just finished in Frederick.

FCI Constructors Inc. completed a new facility in February — a 16,300-square-foot building for 52 employees onsite and 50 additional jobs offsite.

Food distributor Flatiron Provisions Inc. recently relocated from Westminster to a newly constructed warehouse in the Glacier Business Park in Frederick.

Flatiron Provisions, founded by owner Terrance Patrick Miller in 2010, distributes Boar’s Head deli meats and cheeses to restaurants and retailers in Northern Colorado.

Using the entity TPM Partners LLC, Miller purchased the 1.3-acre vacant parcel at 3753 Puritan Way from Richard Tharp in September 2014 for \$228,500.



CHRISTOPHER WOOD/BIZWEST

Flatiron Provisions Inc., a distributor of Boar's Head deli meats and cheeses, is occupying 7,350 square feet in this new building in Frederick at 3753 Puritan Way.



CHRISTOPHER WOOD/BIZWEST

FCI Constructors Inc. completed this 16,300-square-foot building in Frederick in February.

Miller hired architect Patrick Berrend of Think Tank Studio to design and Edgewater Construction Co. LLC to build the 13,012-square-foot distribution center that was completed in mid-March. Flatiron is occupying about 7,350 square feet of the space and will lease the rest, according to Jennifer Simmons, spokeswoman for the town of Frederick's planning department.

She didn't have information about the number of employees the company will hire.

Another significant project involves Englewood-based Centura Health and Longmont United Hospital, which are adding a hybrid urgent/emergency-care room to the Indian Peaks Medical Center in Frederick.

Down the road from Frederick is the city of Dacono on just under 3 square miles, with 4,500 residents.

The major project there is Dacono Gateway, which was annexed in 1998 and includes 148.1 acres, said Jennifer Krieger, AICP community devel-

opment director with the city.

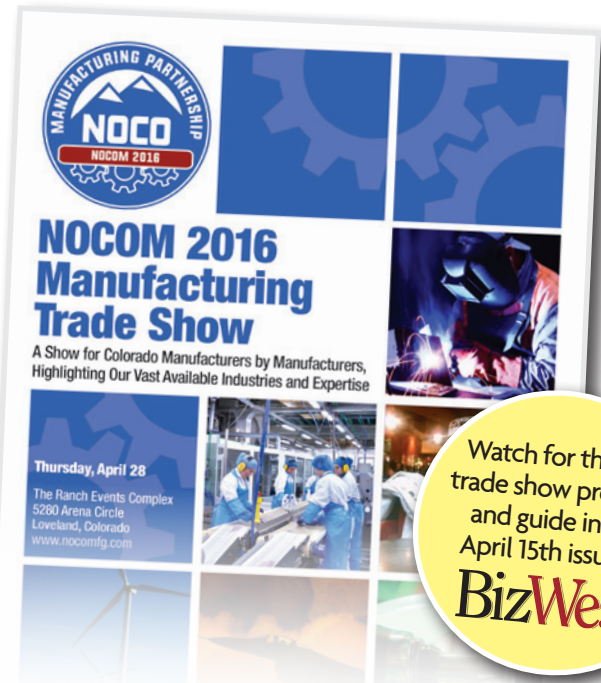
The property sits on the southeast quadrant of I-25 and Colorado Highway 52 and features all utilities onsite. Possible uses include retail, medical office, multi-family or assisted living.

Dacono is actively seeking takers and is ready to negotiate incentives, according to A.J. Euckert, city administrator.

"A fast-food restaurant made a submittal in December, and we returned it with comments but haven't heard anything yet," he said.

Euckert pointed to a variety of reasons for businesses to be interested in the development as well as in Dacono. In addition to the Colorado National Speedway, a NASCAR-sanctioned paved oval track, the city is home to IMI Motorsports Complex and Blitz Paintball.

"They bring in a lot of people from out of state," he said, adding that the stretch of I-25 that goes along the Dacono Gateway sees upwards of 75,000 cars a day.



Watch for the full trade show program and guide in the April 15th issue of **BizWest**

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**BW** L A F A Y E T T E B I Z


JONATHAN CASTNER/FOR BIZWEST

The Peaks at Old Laramie Trail executive director Matt Wistreich says memory care and maintaining a physically and mentally active lifestyle will be a major focus when it opens in August.

# Facility's aim: sunshine for twilight years

By Tommy Wood  
news@bizwestmedia.com

LAFAYETTE — A new senior living center will aim to provide a balance between autonomy and assisted living when it opens this summer,

The Peaks at Old Laramie Trail Senior Living is rising on an eight-acre campus about two miles south of downtown Lafayette. Its executive director, Matt Wistreich, has been working in senior care since 1988, and got into the industry because he wanted to foster relationships similar to those he had with his grandparents and other senior citizens.

This latest endeavor, which is scheduled to open in August, will have 68 suites that cater to a variety of needs — studio apartments, one- or two-bedroom assisted-living apartments and private memory-care rooms. Fifteen already have been booked, Wistreich said.

That last function, memory care, will be a major focus of Peaks when it opens. Wistreich said Peaks will employ what it calls a “positive approach” to caring for patients with Alzheimer’s or other forms of dementia. That approach is based

**“The farther along with the journey, the greater the changes in care techniques are needed to ensure the overall well-being of the individual.”**

Matt Wistreich, executive director, Old Laramie Trail Senior Living

around the research of occupational therapist Teepa Snow, whose methods involve ways of connecting with dementia patients when they lose communication and motor functions, and adapting care to the day-by-day fluctuations of a dementia patient’s brain.

Peaks’ memory-care system classifies different stages of dementia as gemstones. “Sapphire” is the first stage, where patients may experience mild memory loss or need more time to think and make decisions, but do not actually have dementia or suffer from cognitive impairment. “Diamond” is the first true stage of dementia. Here, patients still are clear-minded and sharp, and signs

of dementia may be difficult to notice because the patient is so good at hiding them and because those around them can instinctively fill in their cognitive gaps.

It progresses from there. The “emerald” stage is where patients lose the ability to care for themselves and struggle to comprehend what is happening around them. “Amber” and “ruby” deal with a rapid loss of cognitive and motor function, and the final stage, “pearl,” comes in when the patient’s brain loses its ability to control the body. It is so named because the patient may have moments of awareness, like a pearl emerging from an oyster.

Understanding the dynamic needs of dementia patients “brings confidence and lessens anxiety for all involved,” Wistreich said. “Notice on the four in-between stages the importance of adapting approaches and communication style to achieving successful care and the best quality of life for the individual patient. The farther along with the journey, the greater the changes in care techniques are needed to ensure the overall well-being of the individual.”

Part of staving off dementia is

maintaining a physically, mentally and emotionally active lifestyle, Wistreich said, and to that end Peaks will attempt to provide options for its residents to stay active, such as an in-house dog park — tentatively called “Central Bark” — and its walking-distance proximity to downtown Lafayette and the nearby Coal Creek trail. Peaks will be pet-friendly for dogs, cats and birds, and also will have an in-house therapy dog.

Peaks’ location has another benefit; it’s a five-minute drive from Good Samaritan Medical Center. Wistreich said Peaks knows the limits to the care it can provide, so being so close to a major hospital was important.

Peaks is being developed by Integral Senior Living, a company that builds and manages senior living centers. Integral manages 43 properties nationwide, and, including Peaks, has 22 other senior living centers under construction in nine different states.

“We truly value living our culture,” Wistreich said, espousing the 12-point mission statement with which Integral tries to run every center with. We “love communities for everything they are, and everything they are not.”



# Lafayette promotes cycling, pedestrian thoroughfares

## Kaiser grant funds transportation map

In January 2014, the city of Lafayette received a Walk and Wheel grant from Kaiser Permanente Colorado to identify and promote safer walking and biking routes in our community. This funding is providing the opportunity to consider, plan for, and encourage safer, healthier and more accessible ways for residents to travel throughout the community by bike or on foot.



**LAFAYETTE VOICE**  
VICKI TRUMBO

Lafayette has lots of residents who are interested in healthy lifestyles, and this is just another way of promoting a healthy, safe environment for both pedestrians and cyclists.

The city will create an active transportation map to illustrate routes throughout the city to get residents from point A to point B in a safe manner or a more direct route. The map will not only help guide people through town but it will also be an information piece that shows people the fastest and

safest route to get across town.

One of the grant deliverables was the creation of an active transportation map which will identify safer and supported pedestrian/bike routes. These designated routes include a “loop” that encompasses the circumference of the city, and additional “connector” routes which provide a comprehensive network.

Since 2014, the city has organized volunteer teams with a mobile app or printed checklist of potential problem areas on which to take notes. Residents walked designated routes throughout Lafayette and responded with feedback on the condition and safety of sidewalks, trails and intersections, while also counting the number of pedestrians and cyclists they encountered on their routes.

The city also enlisted the help of Boulder County Public Health youth corps members and the county transportation department to get more scientific pedestrian and cyclist counts.

And now, the Walk & Wheel Community Launch is set to happen on Saturday, June 11, 9 a.m. to noon in the Flatirons Church, north parking lot off of Waneka Parkway. The event will feature a bike rodeo, educational and safety tips, bike

“Residents walked designated routes throughout Lafayette and responded with feedback on the condition and safety of sidewalks, trails and intersections, while also counting the number of pedestrians and cyclists they encountered on their routes.”

and helmet inspections, free hot dogs, kids’ activities, prize drawings and more. For more information, go to the city of Lafayette website at [www.cityoflafayette.com/WalkAndWheel](http://www.cityoflafayette.com/WalkAndWheel).

*Vicki Trumbo is executive director of the Lafayette Chamber of Commerce. She can be reached at 303-666-9555 or via email at [info@lafayettecolorado.com](mailto:info@lafayettecolorado.com).*

### Grant tangibles

- An active transportation map to educate and guide users on low-stress routes using existing infrastructure.
- Develop wayfinding signage for bike/pedestrian infrastructure and routes.
- Set priorities for needs and future projects.
- Installation of bike lanes on two connector routes to provide low-stress bike access.
- Baseline data collection.
- Identify needs/opportunities through community engagement.
- Convert data to a geographic information system for cross departmental use.
- Complete a trail connection along the Coal Creek regional trail.
- Sidewalk completion project along South Public Road near new development.
- Trail connection through Boulder Valley School District property to U.S. Highway 287 pedestrian bridge.

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# BizWest

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JONATHAN CASTNER/FOR BIZWEST

The first phase of a three-building, 300,000-square-foot campus for Google is under way at the corner of 30th and Pearl Streets.

## The Silicon Valley giant's new campus isn't the only project transforming Boulder's 30th Street corridor.

By Jeff Thomas  
news@bizwestmedia.com

BOULDER — Google's campus under construction at 30th and Pearl streets represents the highest-profile development along 30th Street, eventually employing 1,500 workers, but a wave of other projects promises to transform the corridor from the Diagonal Highway south to Walnut Street.

Google is building a three-building campus totaling 300,000 square feet on the west side of 30th south of Pearl Street. But other developments will bring thousands of square feet of office and retail space, along with hundreds of housing units.

The 30th Street corridor has seen its fair share of development in recent years, including the Two Nine North apartments and various projects within Boulder Junction — the transit-oriented development on the eastern side of 30th and Pearl.

One key aspect of Boulder Junction's appeal has been FasTracks, which currently serves the Flatiron Flyer bus rapid transit system and eventually would bring commuter rail to Boulder. But the Regional Transportation District's FasTracks northwest line has been delayed, probably for decades, because of lack of funds for the project.



COURTESY SOUTHERN LAND CO.

The rendering submitted by Tennessee-based Southern Land Co., shows the proposed Rêve development planned for the southeast corner of 30th and Pearl streets.

But that delay hasn't caused development on 30th Street to miss a beat.

"I don't think the light rail is really an important ingredient, and the reason is all you really need is bus transport," said Lou DellaCava, owner of LJD Enterprises, and a serial developer in Boulder and Boulder County. DellaCava, who along with Denver developer Darren Fisk sold the Two Nine North Apartments at Walnut and 30th streets for \$94 million in 2014, looks on the area as one of primary interest to any developer.

"What we really needed is supply (more housing)," he said. "The city has awakened to the fact that you have to provide housing because you are

unbalanced" in the number of jobs versus available housing.

### More housing on way

The attraction and reality of the housing-versus-employment discrepancy is obvious to even the most casual observer and has not been lost on other developers in the transit area, the first phase of which is loosely defined by Valmont Street to the north, Pearl Parkway to the south, 30th Street to the west, and the rail tracks between 30th and Foothills Parkway.

But action along 30th extends far beyond Boulder Junction.

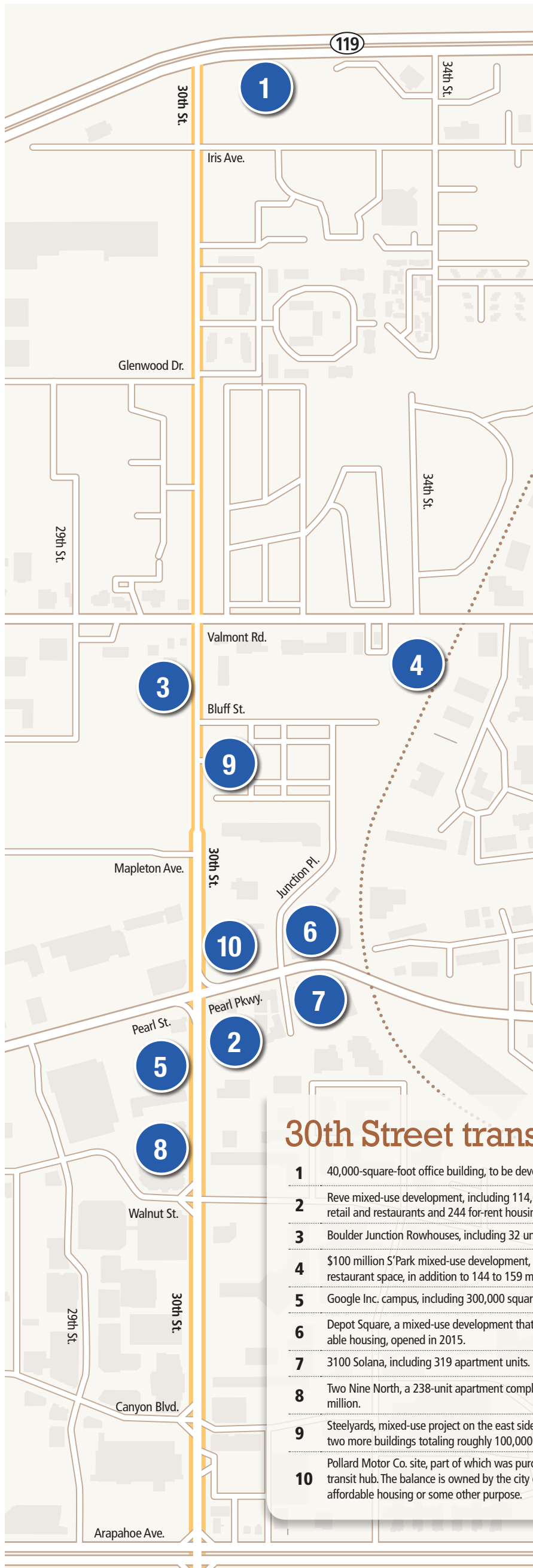
The proposed Boulder Junction

"We're appealing specifically to people with kids who want an urban lifestyle. There are people who are coming in with Google, (who) don't want to buy one of the million-dollar homes in Boulder. They are moving every four to five years."

Jason Lewiston, president, Greenius LLC

Rowhouses, slated for the west side of 30th just south of Valmont, would include 32 market-rate rowhouses spread among four buildings that surround a central park area, along with underground parking.

Jason Lewiston, president of Greenius LLC and managing partner of the project, said the 2,000-square-foot rentals are very much targeted at incoming Google employees. Greenius is partnering with Sagebrush Cos. of Denver to complete the project, which is awaiting a site review by the Boulder Planning Board.



## 30th Street transformation

- 1 40,000-square-foot office building, to be developed by Lou DellaCava.
- 2 Reve mixed-use development, including 114,000 square feet of office space, 24,000 square feet of retail and restaurants and 244 for-rent housing units.
- 3 Boulder Junction Rowhouses, including 32 units, developed by Greenius LLC.
- 4 \$100 million S'Park mixed-use development, including 126,000 square feet of office retail and restaurant space, in addition to 144 to 159 market-rate apartments and 32 affordable apartments.
- 5 Google Inc. campus, including 300,000 square feet in three buildings.
- 6 Depot Square, a mixed-use development that includes a Hyatt Place Hotel, bus station and affordable housing, opened in 2015.
- 7 3100 Solana, including 319 apartment units.
- 8 Two Nine North, a 238-unit apartment complex that opened in 2011 and sold in 2014 for \$93.5 million.
- 9 Steelyards, mixed-use project on the east side of 30th Street begun in 2000 that is slated to see two more buildings totaling roughly 100,000 square feet.
- 10 Pollard Motor Co. site, part of which was purchased by the Regional Transportation District for a transit hub. The balance is owned by the city of Boulder, which is considering selling the land for affordable housing or some other purpose.

“We’re appealing specifically to people with kids who want an urban lifestyle,” Lewiston said. “There are people who are coming in with Google, (who) don’t want to buy one of the million-dollar homes in Boulder. They are moving every four to five years.”

Each of the buildings overlooks a central half-acre park, and Lewiston suggested the units’ green rating might actually surpass “net-zero” in that there would be electric vehicle plug-ins that could be powered by solar-generated electricity. Other various green aspects include solar hot water, Tesla home batteries, and — not surprisingly — Google’s Nest thermostats.

“We expect that they (the prospective renters) will be very educated and very technical oriented” and expect their buildings to be as environmentally friendly as possible, Lewiston said. Each of the buildings is framed with energy blocks that insulate against almost all heat transfer and also create a very efficient sound barrier, he said.

Lewiston’s project actually is in Phase 2 of the Boulder Junction project and could be rezoned for higher density. However, given the timing of the Google campus opening, possibly by this time next year, Lewiston decided to go with the existing low-density residential zoning.

### Working around delays

Similarly, DellaCava, who is building an office building at 30th and Iris streets, said he once had an option on the property now housing the luxury apartments at Solana 3100 Pearl, on the south side of Pearl. However, the city was so slow in approving new projects in the Junction area that he moved onto the Two Nine North project in 2008, which already had the

necessary residential zoning.

While planners were somewhat blaming the FasTracks delay in getting to Boulder for their hesitation, DellaCava said, the opening of the bus terminal at the Depot development last year was a bigger development impetus than rail anyway.

The new Regional Transportation District bus station opened in August amid a large pedestrian-oriented development known as Boulder Junction at Depot Square Station, at Junction Place and Pearl Parkway. The development included a 150-room Hyatt hotel, and the Depot Square apartment complex that came with 71 affordable-housing units.

“There are some things that are very attractive about rail, but trains have many limitations,” DellaCava said. “Bus rapid transit has a lot more flexibility.”

The Steel Yard development, between Mapleton and Bluff streets on the east side of 30th, also recently completed its residential development. Townhomes still are available for purchase there, as city planners consider whether to allow the development to be completed by adding

two four-story commercial buildings that would be bordered by 33rd Street and the railroad tracks to the east of the Steel Yards.

Recently given tentative final approval by the planning board in the Junction area is a six-acre mixed-use development at Pearl Parkway and 30th Street known as Rêve, featuring 244 home-rental units, as well as about 120,000 square feet of office space and flex space that can be used for offices, retail and restaurants.

### High-profile properties

While numerous areas, especially in-fill areas, are under consideration for land-use changes, two large remaining properties will have the largest visibility. The first of these is the former Sutherland Lumber location — known as S’Park for Sutherland Park — with almost 11 assembled acres destined for mixed use, including market-rate and affordable townhomes, as well as roughly 114,000 square feet of office space and 24,000 square feet for retail and restaurants.

Another site still being transformed is what was an 11-acre site housing Pollard Friendly Motor Co. In 2004, the city purchased eight acres on the west portion of the site, while RTD acquired 3.2 acres for its transit facility. Pollard signed a lease for 5.5 acres of the site through 2016.

The city’s acquisition of eight acres of the Pollard site originally was intended to advance its multimodal transportation agenda, but also noted at the time that creating a range of housing types was also a consideration.

In a recent memo, city staff suggest-

Please see **30th**, page **12**

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30th, from 11

ed to the city council that the area still could be developed as a mixed-use commercial and low-income housing mix, which would result in maintaining the city's original goals of housing and commercial mix in the Junction area. However, other memos indicate that permanently affordable units, as well as resident-owned units, may be lagging in the area, and the Pollard site could undergo a significant land-use reassignment.

## Affordable goal in sight

City spokeswoman Deanna Voss said there have been 1,020 residential units either completed or in process in the Boulder Junction area, with 175 or 17 percent designated as affordable. While somewhat short of the original transit-area plan of exceeding 20 percent in affordable units, that goal still could be attained.

"Housing that is either completed or in process in Boulder Junction is 88 percent multifamily apartment-style housing and 12 percent townhomes (85 percent rental versus 15 percent for sale)" Voss said. "The Transit Village Area (Boulder Junction) plan envisioned a mix of housing types including townhomes. So, arguably, the mix could include more for-sale and townhomes."

Included in those figures is S'Park, which included 33 percent affordable rental homes, said Scott Holton, a principal at the lead development group, Element Properties of Boulder. Originally partnered with the Sutherland family, S'Park now is being developed with two Chicago development firms, John Buck Co. and Kinship Capital.

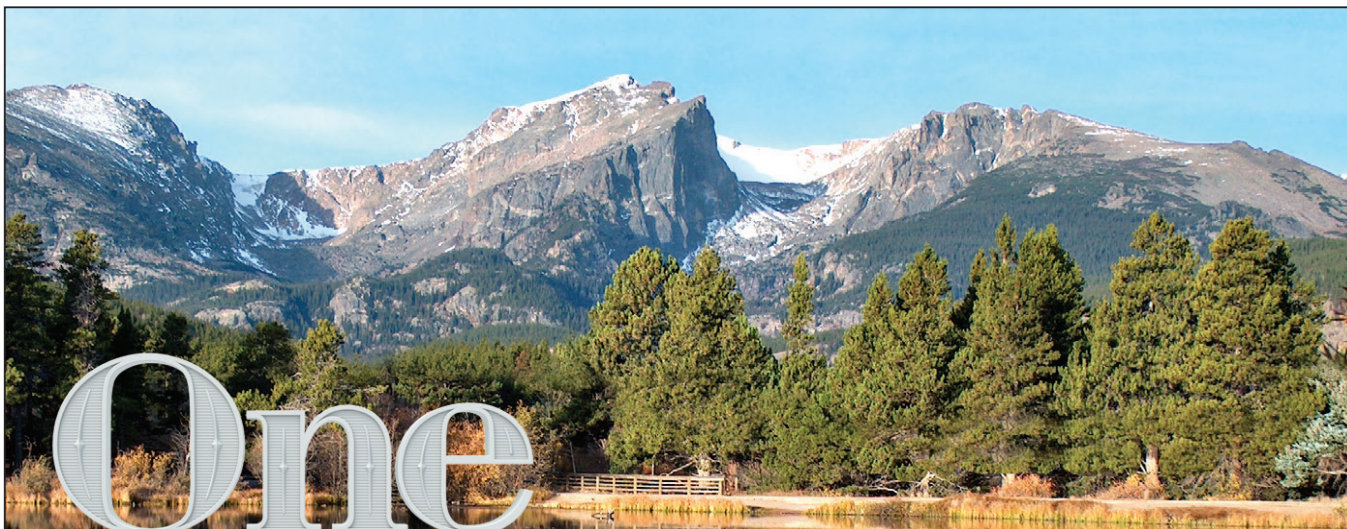
Holton said the project is applying for infrastructure building permits, and demolition could begin in April or May. The design firms are seeking an overall LEED neighborhood design for the project, based on an overall sustainability profile.

The city's examination of the project was more than thorough, Holton said, although not any more than experienced Boulder developers would expect and certainly rewarding in the end result.

"I think what ultimately got us approved is the care that the design team took in this project — the streetscape and the open areas in the public realm," Holton said. "We have a new team saying, 'Public space is the new anchor tenant. Public space is what brings people to your project.'"

The S'Park project also is the designated location for a FasTracks depot. Although RTD has not taken an option on any property in the development, a designation location for a depot remains, Holton said.

"We just reserved an area for future negotiation. If the train ever comes, we can make sure that it stops in Boulder at our site," said Holton, who arranged the \$18.3 million sale of the Sutherland property and assembled four additional acres to create room for the development. "This is something I'm really proud of. This is going to be my mark on the city."



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# BW AGRIBUSINESS



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Dave Eckhardt, with Eckhardt Farms Inc., prepares a field for onions on March 29 on his land in Weld County near LaSalle.

## Region's ag sector braces for down year

### Low commodity prices batter producers

By Paula Aven Gladych  
news@bizwestmedia.com

Dave Eckhardt's family has farmed Colorado soil since his great-grandparents took advantage of the Homestead Act of 1862 and moved to Weld County, between LaSalle and Gilcrest, to farm. It hasn't always been easy, and this year is shaping up to be one of the worst in years. The outlook moving forward doesn't improve much.

"My great-grandparents homesteaded here, and I'm sure things weren't all that rosy. I know my grandpa went through the Great Depression. Dad went through the '80s, and things weren't all that rosy. It is my turn in the barrel for my generation," he said.

Like other farmers and ranchers in Northern Colorado, Eckhardt Farms Inc., owned by Eckhardt, his father and brother, is digging in for a downturn. Commodity prices are nearly half of what they were at the height of Colorado's agricultural boom in 2011, and the state has suffered from drought the past few years.

Eckhardt Farms produces corn, sugar beets, onions, wheat, barley, pinto beans and yellow beans.

"The more crops you are raising,

the better chance there could be a production issue for a particular crop and other areas may benefit you," he said. "My Dad's preached diversity for a long time and that's what we try to do."

Agriculture seems to run countercyclical with the economy, said Stephen Koontz, professor and extension economist in the Department of Agricultural and Resource Economics at Colorado State University in Fort Collins. That means that when the economy is not doing very great, which has been the case for the past 10 years, agriculture benefits.

"Agriculture just had a tremendous boom, recording record amounts of income for Colorado for the last five or six years. It has been growing and growing since 2008," he said.

The biggest driver of the boom was a move to replace chemical oxygenates in fuel with corn-based ethanol.

Colorado farmers began growing additional corn to meet the fantastic demand for the crop.

"We pulled acres out of wheat, pasture, soybeans. We pulled from other crops to grow corn," he said. Then the region was hit with substantial droughts in 2010, 2012 and 2013, right in the time period Colorado farmers were trying to grow more corn, which requires a lot of water. That drove up prices and hammered livestock production, he said.

At the same time the livestock industry was taking a hit, there was "good national and international

demand for livestock. All proteins, all feed grains, all forages, wheat. The prices were outstanding," Koontz said.

But the agricultural heyday is over. "We've had a very good crop in '15. It was good in '14. We have sort of caught up. We caught back up on our inventories of feed grains and forages, expanded dairy production, chicken production, and expansion is happening the slowest and last with beef cattle," he said. "So those record-high beef prices are even coming down, which is good for consumers. Consumers were paying ridiculous prices for hamburger last summer."

As production increases, prices come down, which can have a pretty substantial effect on farm income, he added.

And although 2016 is shaping up to be a down year for agriculture, it will not be nearly as bad as the downturn that hit the market in the 1980s.

"We have a strong dollar like the 1980s, which will limit exports, and the domestic consumption simply won't grow very much. We will have relatively low prices for a while," he said.

So what do farmers and ranchers do now that the boom is over?

They need to realize that they can't just do what they've done for the past few years and continue to succeed. There are different market factors at work.

"Over the last few years, anybody who could produce a good crop would

make money. It will be the smart people and the hard workers, people willing to work the hardest for the least amount of money" who will survive the downturn, Koontz said.

That means getting back to the principles of ranch management and bringing costs down as much as possible so that they can still break even or make a bit of profit.

"In years like this, we take a hard look at our production costs and try to pare those back to levels that are doable without giving up yield," Eckhardt said. "I think that's the approach just about everybody is taking that is still involved in agriculture."

Many people question why anybody would want to get involved in such a cyclical industry.

"I love what I do," Eckhardt said. "I love the independence. These kinds of years, even though there is the possibility you will end up getting in a position where you are no longer able to farm, the challenge is there."

He added that "we as producers are excellent at what we do, and consequently, we get into times where we overproduce and generally have more bushels on hand in the corn market than traders need to feel comfortable. Now we sit and wait based on plants where we can make a profit. It means moving from one crop to another. That's what we do."

Unfortunately, none of the crops his family grows are looking like "world-beaters" right now, he said.

# The 'Silicon Valley of AgTech'

## Front Range blossoms with food, agriculture technologies

By Paula Aven Gladych  
news@bizwestmedia.com

Colorado's Front Range is home to major agriculture- and food-related businesses that have helped shape the state into what Dr. Gregory Graff calls the "Silicon Valley of AgTech."

Graff, associate professor in the Department of Agricultural and Resource Economics at Colorado State University, coined the phrase at CSU's Ag Innovation Summit in 2015, and the term struck a chord among investors, innovators and politicians.

"Awareness of the ag tech cluster in Colorado has certainly put us on the map with investors and industry," he said.

Not only does Colorado's Front Range house some of the most well-respected research universities in the country — the University of Colorado, CSU and the Colorado School of Mines — but it also hosts large federal agencies such as the National Renewable Energy Laboratory and the National Oceanic and Atmospheric Administration.

"This relatively close co-location facilitates ongoing collaboration and exchange among these research institutions and companies in the region," according to a CSU report released at the end of 2014 that looked at the emergence of an innovation cluster in the agricultural value chain along Colorado's Front Range.

Companies such as Coors Brewing Co., Monfort of Colorado Inc., Leprino Foods Co. and Celestial Seasonings paved the way for other ag- and food-related companies and entrepreneurial startups to move to the state.

Colorado also has a 50-plus year history in the remote-sensing and aerospace industries.

"When you talk about remote sensing, we are a hub in the world for a lot of that activity," said Caroline Himes, director of the Office of Industry Collaboration at the University of Colorado Boulder. The state has attracted big companies and small companies to that industry. It has been only in the past couple of years that remote sensing and unmanned-vehicle technologies were introduced to the agricultural industry.

Now, a farmer with 1,000 acres of fields can send a drone with remote sensing and photographic equipment on it across his holdings to see how his property is doing and to make sure the irrigation system is working as it should. They also can remotely deter-

mine if the soil is in need of nutrients.

This technology has revolutionized the industry. It saves farmers and ranchers a lot of time driving their property to look for problems. They also need to know what is happening with weather and climate. Is there too much water? Not enough? What is the temperature?

Data and innovation are moving at light speed, said Kathay Rennels, associate vice president of engagement at CSU.

"The university is one of those unique areas where we can work in all those spaces at the same time," she said.

Entrepreneurship is another aspect that has made the ag tech industry in Colorado boom.

"The whole Front Range ... the role of Silicon Flatirons, the number of incubators and having this reputation of being the kind of area people solving those kinds of problems like to come," Himes said.

Rennels agreed.

"We have such an immense diversity of interests along the Front Range. The contributing factor is the lifestyle and that we're Colorado, but we have such an incredibly diverse population along the Front Range," she said.

Colorado is an open and welcoming state, she added. There are other states that are not as welcoming, where someone new moves in and they are treated as an outsider.

"When you come into Colorado, there are opportunities and people are happy to share those opportunities with you and happy to encourage you to stay here," Rennels said.

Colorado is a leader in drone capacity, sensor capacity and data capacity.

"Those are things we have just scratched the surface on: the ability to collect data that has on the ground applications and global and worldwide applications; and how to manage that; protect the privacy of that; and how to get money from that. How do we make that another stream of income?" she asked.

Innovations around water and climate have huge implications for agriculture in the state. Front Range universities and research laboratories are also doing a lot with sensor, seed and oil technologies. Brewing has also become a major ag-based industry in the state, with Colorado listed as having the second-largest population of breweries in the country.

The spirits, wine and beer industry in Colorado is a spinoff industry from agriculture. They are all made from grown products and use water and land.

"That shows that you can take an

**"When you come into Colorado, there are opportunities and people are happy to share those opportunities with you and happy to encourage you to stay here."**

Kathay Rennels, associate vice president of engagement at CSU

agricultural base, invest research and technology into it and create an entrepreneurial culture people want to live in," Rennels said.

Rennels grew up on a ranch in Douglas County. She still lives on one today. She said that because of her background, she realizes that agriculture is a tough industry to be in much of the time. Many farmers and ranchers look for secondary lines of business — things they can do that will help keep their operation afloat during the lean times. That has bred

a lot of innovation.

"Every agricultural family has to have five to eight different streams of income," she said. That can mean planting corn, wheat, sugar beets, raising cattle and having an excavating business on the side.

That diversification is not just for supporting the business. You have to know what is going on in the innovation space. "It hits the bottom line of agriculture and allows for better and safer agriculture," Rennels added.

Another important piece of the Colorado ag tech puzzle is financing. How does the state invest in some of these great ideas?

"Colorado is at a tipping point now. If we make the right step, Colorado could become the Silicon Valley of entrepreneurship and technology," Rennels said. That means looking at the talent we have here in the state and attracting that talent. Much of the human talent and capital in technology are on the coasts.

"We need to attract that here. Not just ag talent, but innovation talent," she said.

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Ranked by number of local employees

Rank	Company	No. of employees	Products/Services	Phone/Fax E-mail Website	Person in Charge, Title Year founded
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2	<b>Agrium Inc.</b> 3005 Rocky Mountain Ave. Loveland, CO 80538	525 <sup>2</sup>	Marketer and distributor of fertilizer, seed and crop protection products.	970-685-3300/970-347-1560 www.agrium.com	Charles Magro, CEO/president 1978
3	<b>Aurora Organic Dairy</b> 7388 Colorado Highway 66 Platteville, CO 80651	445	Certified organic milk and butter.	720-564-6296/720-564-0409 info@aodmilk.com www.aodmilk.com	Marc Peperzak, CEO/founder 2003
4	<b>Leprino Foods</b> 1302 N. First Ave. Greeley, CO 80631	440	Dairy food and ingredient company.	970-351-6041/N/A www.leprinofoods.com	Mike Durkin, president 1950
5	<b>Agfinity Inc.</b> 260 Factory Road Eaton, CO 80615	278	Cenex dealer located in Eaton, CO providing onsite fueling, propane, lubricants, tires, and fuel & propane forward contracting. Has five retail locations offering fuel, propane, and FR clothing.	970-454-4000/970-454-2144 mreiner@aglandinc.com www.agfinityinc.com	Mitch Anderson, CEO/general manager; Jason Brancel, CEO/president 1905
6	<b>Noosa Yoghurt, LLC</b> 4120 County Road 25E Bellvue, CO 80512	160	Cultured dairy products.	970-493-0949/N/A info@noosayoghurt.com www.noosayoghurt.com	Wade Groetsch, president/COO 2010
7	<b>Meadow Gold Dairy</b> 450 25th St. Greeley, CO 80631	148	Dairy products.	970-352-7860/970-352-0174 scott_johnson@deanfoods.com www.deanfoods.com	Scott Johnson, sales manager; John Guerin, general manager 1937
8	<b>Double J Meat Packing Inc.</b> 726 W. Main St. Pierce, CO 80650	120	Custom butchering and processing of beef, bison and lamb.	970-834-1388/970-834-9727 kelli@doublejinc.com doublejcuts.com	Jay Hasbrouck, president 2002
9	<b>Harsh International Inc.</b> 600 Oak Ave. Eaton, CO 80615	91	Manufacturer of cattle feeding equipment, hydraulic truck equipment. Arctic Cat dealer, Oreion UTV dealer, Segway dealer, Bad Boy Mower dealer, and Husqvarna dealer.	970-454-2291/970-454-3491 harsh@harshenviro.com www.harshenviro.com and www.harshpowersports.com	Robert Brown, president 1948
10	<b>Morning Fresh Farms Inc.</b> 15121 County Road 32 Platteville, CO 80651	80	Producer of farm-fresh eggs.	970-785-2889/N/A ap@morningfresh.com www.morningfresh.com	Derek Yancy, president 1978
11	<b>Petrocco Farms Inc.</b> 14110 Brighton Road Brighton, CO 80601	75 <sup>1</sup>	Wholesale grower and shipper for leaf lettuce, cabbage, leafy greens, onions and green beans.	303-659-6498/303-659-7645 julie@petroccofarms.com www.petroccofarms.com	David Petrocco, owner/president 1916
12	<b>Centennial Ag. Supply Co.</b> 24330 U.S. Highway 34 Greeley, CO 80631	74	Agricultural fertilizers and chemicals.	970-353-2567/970-351-7416 lindah@centag.com www.centag.com	Jake Adler, president 1976
13	<b>Ranch-Way Feed Mills Inc.</b> 416 Linden St. Fort Collins, CO 80524	65	Livestock feed, manufacturer and distributor of pet food, and specialty products.	970-482-1662/970-482-6963 info@ranch-way.com www.ranch-way.com	Bonnie Szidon, president; Kim Szidon, general manager 1968
14	<b>Dairy Specialists LLC</b> 3309 Empire St. Evans, CO 80620	52	Dairy equipment, supplies, service and maintenance. Agricultural waste specialists, equipment and supplies. Design services.	970-330-1870/970-330-1872 bbrown@dairyspecialists.com www.dairyspecialists.com	Randy Sorensen, CEO; John Adams, president 1991
15	<b>Sakata Farms</b> 901 S. Fourth Ave. Brighton, CO 80601	35	Grow, process, ship fresh vegetables.	303-659-1559/303-659-7865 sakatafarms@aol.com	Robert Sakata, president 1944
16	<b>Front Range Energy</b> 31375 Great Western Drive Windsor, CO 80550	33	Biofuel (ethanol) production, distillers grains livestock feed, syrup livestock feed, corn oil, CO2 products (dry ice).	970-674-2910/970-674-2914 www.fronrangeenergy.com	Dan Sanders Jr, vice president 2004
17	<b>A-1 Organics</b> 16350 County Road 76 Eaton, CO 80615-8705	30	Recycling services, food waste recycling, green waste recycling, wood waste recycling, recycler of organic non-toxic, non-hazardous materials.	970-454-3492/970-454-3232 chuckwilson@a1organics.com www.a1organics.com	Charles Wilson, CEO/president 1974
18	<b>Longs Peak Equipment Co.</b> 4322 Colorado Highway 66 Longmont, CO 80504	25	John Deere agricultural products, hay tools, lawn tractors, repairs for all makes.	970-535-4474/970-535-4556 longspk1@aol.com www.longspeakequipment.com	Jay Knutson, general manager 1922
19	<b>AGPROfessionals</b> 3050 67th Ave. Greeley, CO 80634	25	National agriculture developer and advocate. Finance, site selection, due diligence, planning, zoning, real estate, engineering, surveying, environmental, compliance, permits, construction management.	970-535-9318/970-535-9854 tharen@agpros.com www.agpros.com	Thomas Haren, CEO 1996
20	<b>Innovative Foods LLC</b> 4320 Industrial Parkway Evans, CO 80620	23	USDA slaughter and processing of beef, pork, lambs, goats and buffalo. Retail and wholesale sales.	970-330-8400/970-330-6378 ifoods@what-wire.com www.innovativefoodsco.com	Dave Ellicott; Tami Ellicott, owners 2007
21	<b>Grant Farms CSA</b> 12155 N CR 15 Wellington, CO 80549	15	Provide CSA shares to the public encouraging participation in Sustainable Food Systems. A leader in Organic Sustainable NonGMO farming practice as the 1st ever Certified Organic Farm in CO.	970-568-7654/970-568-7655 howdy@grantfarms.com www.grantfarms.com	Melissa Lycan, CSA director; Andy Grant, general manager 1974
22	<b>Weld County Bi-Products Inc.</b> 1138 N. 11th Ave. Greeley, CO 80631	14	Frozen beef for pet food, hides & skins, offal product	970-352-1788/970-356-3890 lulrich862@aol.com	Steven Ulrich, CEO 1965
23	<b>Imu-Tek Animal Health Inc.</b> 3541 E. Vine Drive Fort Collins, CO 80524	12	Dried bovine colostrum, colostrum supplements, custom spray drying.	970-493-7033/970-493-6461 info@imutek.com www.imutek.com	Susan Dyjak, vice president; Henry Dyjak, president 1988
24	<b>Hudson Locker</b> 621 Cedar St. Hudson, CO 80642	12	Retail sales of fresh & smoked meat products. Custom hog slaughter & processing	303-536-4777/303-536-4063 darren@hudsonlockers.com www.hudsonlockers.com	Darren Sydow, owner 1976
25	<b>VEI Global Inc. Engineering Consultants</b> 7791 Highlands Meadows Parkway, Suite E Fort Collins, CO 80528	8	Industrial project development, detailed engineering, procurement, construction coordination, training, and start-up services.	970-224-7377/970-224-7378 jlund@veiglobal.com www.veiglobal.com	Jeff Lund, president 1998

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties and the City of Brighton.

1 Did not respond, 2015 information.

2 Includes 375 employees of subsidiary company Crop Production Services.

Researched by Chad Collins  
Source: BizWest Survey



# Food fight

## Who will deliver knockout punch in GMO battle?

By Michelle LeJeune  
news@bizwestmedia.com

In this corner, weighing in with Big Food, farms and biotechnology companies, trade associations and thousands of scientific experts: the pro-GMO viewpoint.

In the opposite corner, weighing in with thousands of nervous American eaters, organic farmers, organic food-product makers and scientific experts who also number in the thousands: the anti-GMO viewpoint.

It's this Foodie Century's boxing match, and the stakes are high for both sides. Those with the first view stand to lose millions of customers to the perception that food containing genetically modified organisms is harmful when eaten, even indirectly through animals who have eaten GMO feed. Those with the second view believe they stand to lose their health by eating genetically modified food.

So who's right?

### Safety first

One of the first things a fourth-generation farmer on the pro-GMO side will tell you is that seeds that have been genetically modified, which is any genetic alteration done to make a plant produce a desired characteristic (for example, resistance to weed-killing chemicals that don't kill the corn plant), are "good."

Dave Eckhardt of Eckhardt Farms plants barley, wheat, pinto beans, sugar beets and corn for grain and silage in LaSalle. When interviewed, Eckhardt was in a race against time to plant onions ahead of a spring storm that dumped two feet of snow the next day.

Genetically engineered foods "are necessary," Eckhardt said. "As we take more acres out of production for

**"As we take more acres out of production for homes and business, it's imperative that they are used to keep food affordable. For farmers to be profitable, we need the traits."**

Dave Eckhardt, Eckhardt Farms

homes and business, it's imperative that they are used to keep food affordable. For farmers to be profitable, we need the traits.

"I'm not trying to jam GMOs down anybody's throat," he added.

"GMO technology frees him up from some pesticide use and makes him a better neighbor, Eckhardt said. "I don't have to put down cutworm pesticide because the plants can fend off the cutworms. They (GMO seeds) are safe."

To prove it, Eric Brown, communications director for the Greeley-based Colorado Corn association references 1,783 studies conducted from 2002 to 2012 by a variety of sources around the world, which were further examined by Italian scientists in 2013. Those scientists' conclusion, published in the journal "Critical Review of Biotechnology" in 2013, was that a scientific consensus does exist that GMOs are not harmful. Brown added that the American Medical Association, National Academy of Sciences, World Health Organization, the European Commission, and many others among

**"The system is what I challenge. We are here to challenge the dominant form of agriculture. It's chemical warfare, and we aren't going to feed the world this way."**

Steve Hoffman, Compass Natural LLC

the world's most respected scientific organizations have all found GMOs to be safe. He noted that each GM seed variety takes an average of \$136 million and 13 years to bring to market because of safety studies.

### Dangers cited

One of the first things someone opposed to GMOs will tell you is that a growing body of research brings up valid concerns with safety and mounting use of pesticide as well as the increased incidences of cancer. Together with increased use of glyphosate, a common weed controller also found in Roundup, it adds up to GMOs making our food supply dangerous.

Steve Hoffman, who heads up a company and a website called Compass Natural LLC, addresses these topics in the rapid-fire delivery of a man who is used to having to make his points quickly.

"The system is what I challenge," he said. "We are here to challenge the dominant form of agriculture. It's chemical warfare, and we aren't going to feed the

world this way."

Hoffman's website is a landing place for green-business insiders to share news, insights, trends, commentary and analysis in the \$290 billion market for natural, organic, and eco-friendly foods.

Hoffman points to "No Scientific Consensus on GMO Safety," a report endorsed by 300 scientists worldwide and presented in 2014 by A. Hilbeck in an open-access publication called SpringerOpen. The report disagrees with the findings of the Italian scientists mentioned by Brown. It states that real research of GMO safety hasn't been done. Therefore, it says, "claims of consensus on the safety of GMOs are not supported by objective analysis,"

The report indicates a probable bias in existing studies. The owners of GMO products require contracts in order to control analysis and its publication, and therefore most published studies on the topic were, "performed by biotechnology companies which are also responsible for commercializing these GM (genetically modified) plants."

### Higher yields touted

The GMO case for being an important component in solving the problem of world hunger mostly revolves around higher yields for crops that you don't see in a grocery store. Corn used for animal feed is one example. In Colorado, the U.S. Department of Agriculture's National Agricultural Statistic Service reported that yields were stagnant over the 15-year period beginning in 1980 prior to GMO-trait approval, but that they saw a 36 percent increase from 1995 to 2010 after GMO-trait approval.

"Any crop expert will tell you that GMOs played a significant role in that

Please see **GMO**, page 24



# Range Light going natural

By Joshua Lindenstein

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BOULDER — Little did entrepreneur Luke Vernon know when he started a job-search website for professionals in the Boulder-Denver area that he would one day land a big new gig of his own through the site.

But that's essentially what happened when Chicago-based investment firm Range Light LLC came looking last fall for a person to run a new Boulder office focused on the natural-foods and active-lifestyle sectors. Range Light's Erich Tengelsen had made several trips to Boulder to get the lay of the land and knew of the aforementioned Luke's Circle. When he submitted a job description to post on the site, it started a conversation that led to Vernon becoming a partner in the firm.

"It was kind of fortuitous," Vernon, the former long-time chief operating officer at Eco-Products, said in a recent interview.

Roughly four months into its Boulder stay, Range Light is already making an impact on the local entrepreneurial scene, having invested in local Web-based used-bike store The Pro's Closet, as well as in Bigr Ventures, a Boulder-based natural-foods fund run by the trio that managed a former investment arm for Boulder Brands.

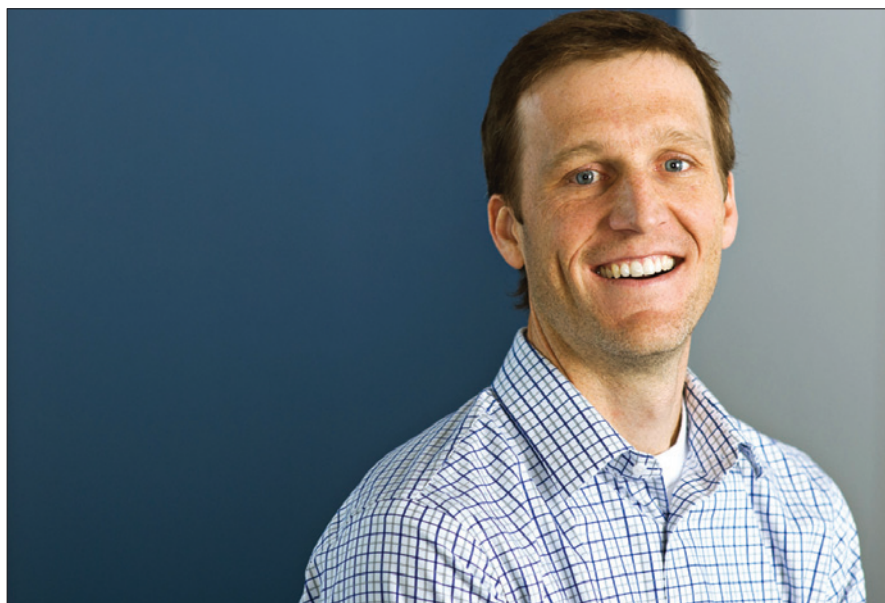
Range Light's foray into Boulder is part of a growing wave of capital that's been flowing into the city's natural-foods sector in particular over the past several months.

Range Light, Vernon said, most closely resembles a family office, in that the firm invests only the money of its four partners — Tengelsen, Vernon, Tao Huang and Kishore Gangwani.

Founded in 2013 by Tengelsen and Huang, the pair eventually narrowed their focus to sectors each was passionate about. For Huang, that included tech and business services. For Tengelsen, at least as a consumer and a participant, it meant natural foods and active lifestyles. Tengelsen had come from the financial world, where he'd started Chicago Trading Co., a derivatives firm he grew to 325 employees before leaving day-to-day operations in 2009.

"Very quickly everything pointed to Boulder as being the epicenter of (natural foods and active lifestyles)," Tengelsen said.

At least for now, Tengelsen will remain based in Chicago with the rest



JONATHAN CASTNER/FOR BIZWEST

**Range Light's Luke Vernon has already invested in local Web-based used-bike store The Pro's Closet, as well as in Bigr Ventures, a Boulder-based natural-foods fund.**

of the Range Light team, though he'll likely be in Boulder plenty. That meant finding someone like Vernon who had credibility in the community all the more important, Tengelsen said.

After a stint in management consulting for Deloitte, Vernon spent nine years as COO at Eco-Products, helping grow the company from \$5 million in revenue to \$75 million when it was acquired in 2013. He had been working on launching an investment firm of his own, Tribe West Ventures, when the opportunity to join Range Light came about.

"When I started talking with them, they were just much farther along and had a lot more resources to draw upon," Vernon said. "And I really hit it off with Erich, and it just made a lot of sense to come onboard."

Range Light's emergence in Boulder comes at a time when there seems to be a new rush of capital and other investment in the city's natural-foods community.

Boulder Brands founder and former CEO Steve Hughes last month announced he was partnering with Trilantic North America to launch Sunrise Strategic Partners, a firm aimed primarily at natural-foods investment. And Bill Capsalis, president of the board of trade association Naturally Boulder, recently co-founded Boulder Farm Team, an accelerator geared toward natural, organic and sustainable startups.

They've joined larger established players locally, such as Greenmont Capital Partners, as well as other investors who've joined the space in recent years such as Boulder Food Group and Revelry Brands.

While large companies such as WhiteWave Foods and Celestial Seasonings helped establish the Boulder Valley as a major player in natural foods, Capsalis said much of the new

investment is seeking out smaller companies in search of the next big hit with consumers. In some cases, the people who built those companies are still spurring the industry locally either by starting new companies or as investors themselves.

"The proliferation of these brands has opened up the doors to investment for these smaller brands that might lead to something in the long run," Capsalis said. "I think you're going to see a lot more private equity money in the \$2 million to \$20 million range."

Where Range Light aims to carve its own niche and set itself apart is in the model of the partners investing only their own money. Without limited partners or shareholders to report to, he said, Range Light has more flexibility in setting its expectations for portfolio companies.

"We can look at investments over a longer time horizon," Vernon said.

Range Light plans to take both minority and majority stakes in companies, and in some cases take operational roles to help companies grow.

The Pro's Closet founder Nick Martin said Range Light felt like a good match for what he was looking for as his company begins to scale new aspects of its business nationally. Range Light invested \$2.5 million and has already helped The Pro's Closet hire a new chief technology officer.

"I've never done it before," Martin said of scaling a company. "So I definitely needed someone who's walked this path before to kind of advise me on the road ahead. I was kind of looking for the right blend of being hands-on but also being hands-off and letting us do what we do."

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## STARTINGLINE

### Boomtown accelerator unveils latest startup class

BOULDER — The Boomtown accelerator will graduate 10 more startups on April 13, including the first four to ever take part in its Healthtech track. The April 13 demo day at Boulder Theater will mark Boomtown's fifth since being founded in 2014. Boomtown offers startups \$20,000 in seed money and a 12-week mentorship program in exchange for a 6 percent equity stake. The program concludes with demo day pitches to investors and members of the community. The six companies currently going through Boomtown's Internet and mobile track include: McSquares of Broomfield, which makes handheld, interactive whiteboards that can be used individually or snap together to create larger, collaborative displays; MaaxMarket of Boulder, which provides an artificial intelligence platform that automates various marketing efforts for small businesses, including email marketing, social media and website visitor tracking; Fanzee of Denver, which makes a content-management platform that helps create, distribute and track marketing content through social media influencers; FansUnite, which provides big data and analytics for the online gaming industry; Caliber, which makes software that provides business-to-business companies with personality insights on their buyers to improve marketing and increase sales; and Spiffly, a B2B platform designed for the natural and organic food industry. Startups participating in Boomtown's Colorado Healthtech accelerator include: Mindful Labs, which makes a tool to track and reduce stress levels through monthly hair-sample analysis coupled with a mindfulness app that provides users with stress-management techniques; Atlanta-based Patientory, a platform that enables patients to create their own health-history data archive, gain access to data from physicians and insurers, and socially engage with other users about health information and experience; Visible-Hand, which makes a mobile software solution that empowers direct-care staff to improve patient outcomes by tracking guided observations and patient-centered best practices; and Agathos, which provides physicians with insight on treatment cost, prognosis and treatment results from other physicians, performance statistics and peer evaluations. The public can register to attend the Boomtown demo day at [Eventbrite.com](http://Eventbrite.com). A private investor luncheon will also be held prior to demo day.

### New Venture Challenge finals April 7 at CU

BOULDER — The University of Colorado Boulder's New Venture Challenge has set its championship finals for Thursday, April 7, with judges representing local companies such as Foundry Group and Zayo Group. The startup-pitch event caps off the university's campuswide entrepreneurship contest, which now is in its eighth year. Five finalists from a field of 60 participating teams will vie for \$20,000 in cash prizes, with the winner also receiving a year's worth of in-kind services from IBM-owned SoftLayer. This year's finals judges include Foundry Group managing director Jason Mendelson, Zayo Group vice president for people, culture and brand Rachael Donaldson, Philanthropiece founder and president Libby Cook, and Perkins Coie partner Kester Spindler. The NVC 8 finals begins at 5:30 p.m. at CU's Wolf Law Building. The winners of each of four tracks — IT, R&D, performing arts and general — will make the finals, along with the winner of the NVC's social impact prize.

# Leaders are readers — habits first, results later

I saw Napoleon winning at Austerlitz, Dale Carnegie influencing people and Barbara Kingsolver chopping off chicken heads on her Vermont farm. Written words create searing images. Reading mastery uses those images for business, career and life success.

Sitting in the audience in Las Vegas, I was shocked by the speaker ahead of me — the average American reads 0.9 books a year. My talk was ready, so now I had something to occupy my brain. How could a manager with hundreds in her department keep a professional edge without reading? What about the serial startup artist who practices pitching for other peoples' money yet soaks up knowledge from viral videos rather than published innovators who diligently put pen to paper?

## Habits first

It takes roughly 28 exposures for us humans to form a habit. When those exposures are sporadic or interrupted, the habit has little chance to gel, forcing a weary retreat to motivation or willpower — both huge drains on emotional energy. I suggest reading seven pages a day in the same place and at the same time, if possible. This 14-minute ritual slowly becomes a life habit yielding about one book a month. The average leader starts — the exceptional ones finish. This is a foundational requirement for anyone wrapping themselves in the mantle of original thinker, entrepreneur or innovative leader.

## Results later

Innovation comes from crossing industry boundaries and witnessing things you've never seen. It seems everyone puts the word in logos and brochures while rushing back to fix urgent crises — fixing problems leaves little time to cross boundaries. The brilliance of devouring a book a month starts with the seven-page habit.

High achievers read widely and deliberately. For you, this will excite your brain and hone your instincts



**INNOVATION**  
RICK GRIGGS

**High achievers read widely and deliberately. For you, this will excite your brain and hone your instincts to sniff out opportunities worth 10 times the heroic effort of fixing another stale problem. This means reading books you would normally never touch and adding specific titles to your list that will fill gaps in your creating, pitching, collaborating or marketing.**

to sniff out opportunities worth 10 times the heroic effort of fixing another stale problem. This means reading books you would normally never touch and adding specific titles to your list that will fill gaps in your creating, pitching, collaborating or marketing. Honor the habit to always finish the book. Willpower gets you started, but habit carries the day — with seven pages.

Approach your reading mastery as an archeologist uncovers a fossilized woolly mammoth — slow and steady brush strokes. Many wonder, "What if I skip a day?" Or, "Aren't some books longer than 210 pages?" If you skip a day, avoid double up and reading 14 or even 20 pages the next day to grunt your way to nirvana. This grunting effort is painful, and your brain will turn it off when you're not looking. After skipping, go back to the seven-page habit in about 14 minutes — remember: habits first, results later.

Books longer than 210 pages may tempt you to force your reading like you did in school. Save that limited emotional sizzle for your product, your idea or your book. Wait for a calm Thursday afternoon or a serene Sunday morning; forgetting minutes and pages. This is a break-out day when you're in the zone and pages fly. Here is where you make up for skipped days and how you get through longer books in a month's time.

Finally, when you get to that last page, the psychologists tell us to celebrate and praise the accomplishment, if you want to repeat it. This pumps that jolt of juice that sustains the titans of achievement, innovation and mastery.

Believe me, I was at that battle with Napoleon, in the room with Carnegie and a safe distance from Kingsolver — every book instructs me in ways I could never have planned. Each book adds value. A leader of one, a dozen or thousands is faking it if they can't lead themselves to complete a book a month — habits first, results later.

*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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# BW REAL DEALS

## 'Piece of art' coming to S. College

By Doug Storum

dstorum@bizwestmedia.com

FORT COLLINS — Imago Enterprises LLC has acquired a three-story office building at 1730 S. College Ave. in Midtown Fort Collins, with plans to renovate the aging structure and grounds.

Fort Collins-based Imago, headed by developer Les Kaplan, bought the 18,500-square-foot building from Highland Properties 4015 LLC for \$2.4 million, closing on the sale March 9.

Highland Properties had acquired the building from McCormac Properties LLC in 2015, also for \$2.4 million, according to public records.

Kaplan plans to renovate the building and grounds in two phases — exterior and interior. He said the exterior renovation, already underway, will cost around \$500,000, and that interior renovations will be a function of tenant mix and lease rates.

"It's going to look like a piece of art," Kaplan said.

The property was developed in 1983 as the first commercial project of local and nationally acclaimed architect John Dengler, who dubbed the building California Plaza, introducing its style of architecture to Fort Collins.

"The 'old-timers' in town still use that name," Kaplan said. "But I will depart from it and refer to the property as 1730 S. College."



COURTESY IMAGO ENTERPRISES LLC

An architectural rendering shows renovations that are underway for a three-story office building at 1730 S. College Ave. in Midtown Fort Collins.

Kaplan said the modern, sculptured design was ahead of its time.

"The building has not been touched in 35 years and is truly a diamond in the rough," he said.

Exterior repair work including new decks and trellises on a portion of the third floor are expected to be completed by early summer. The parking lot with 65 parking spaces will be overlaid, while LED lighting will be added and new landscaping will be incorporated throughout, including an exterior plaza.

Kaplan said 16 windows already have been added to the north elevation. After extensive exterior repairs are completed, the exterior will be painted with a four-color scheme and its blue awning will be replaced with

a trellis to update the design and to made the decks more inviting.

The property has two points of access, from College Avenue and from Remington Street, allowing for a drive-thru at the east facing side, ideal for a bank, Kaplan said.

Although the property is fully leased and current tenants will have an opportunity to remain after remodeling, re-tenanting is expected, certainly for the entire 5,500-square-foot main level with its drive-thru potential, he said.

For the interior, the drop-panel ceiling will be eliminated, adding nearly four feet of volume. The elevator, lobbies, bathrooms and hallways will be decorated in a high-tech, energetic design, Kaplan said.

## Spec industrial space set for Gunbarrel

By Doug Storum

dstorum@bizwestmedia.com

BOULDER — Construction is underway on the core and shell of a light-industrial flex building in Gunbarrel north of Boulder, a product type that is "hard to come by in this area," according to the developer.

Niwot-based Burden Inc. is building the 30,317-square-foot building at 6035 Longbow Drive on speculation and hopes to have it completed by the end of July.

Keith Burden, a principal and managing broker at Burden Inc., said plans will allow the leasing of up to 10 3,000-square-foot units, or the building could be leased in larger units or even to one company. Plans call for about 80 parking spaces.

The building was designed by Boulder-based Railton McEvoy Architects. Burden Inc. has hired Jason Kruse of The Colorado Group as leasing agent for the building.

The building is north of Covidien's campus and west of the Leanin'



COURTESY RAILTON MCEVOY ARCHITECTS

An architectural rendering shows a light-industrial flex building in Gunbarrel being built by Niwot-based real estate developer Burden Inc.

Tree Museum on the east side of the Diagonal Highway that connects Boulder and Longmont.

"It will provide great views of the mountains and opportunities for signage that can be seen from the Diagonal Highway," Burden said.

Burden Inc., through the entity RLET Longbow LLC, paid SkiPunk LLC \$700,000 in February 2015 for the 2.24 acres of vacant land. SkiPunk had acquired the property in

2013 for \$2 million from Tomahawk Partnership LLP, an entity of the Trumble family that owns Leanin' Tree.

Burden Inc. develops and manages real estate in Longmont, Niwot, Boulder and Westminster. One of its more recent and high-profile projects was the Roosevelt Park Apartments in Longmont, which includes 115 luxury apartment units and retail space at street level.

### PROPERTYLINE

#### Development activity brewing at empty HP campus in Greeley

GREELEY — Owners of the long-vacant Hewlett-Packard campus in Greeley are working on gaining city approvals for a self-storage facility on 5 vacant acres at the sprawling site. But a representative said this week that the group is also hoping to finalize a deal on a user for the old HP building within the next couple of months.

Andy Klein of Westside Investment Partners Inc. in Greenwood Village said he couldn't divulge who the potential building user might be and didn't specify whether the user would take up all or a portion of the 355,000 square feet of office and industrial space.

He said his firm is working on selling different parts of the overall property — which sits just northeast of the intersection of 71st Avenue and 10th Street — to different parties. In all, the property includes the building on a 45-acre parcel, another 79-acre parcel wrapping around the east and north sides of that parcel, and an 11-acre strip on the south side of the building campus.

#### Waste Management auctioning 302 acres of vacant land in Erie

ERIE — Houston-based Waste Management Inc. and partners plan to auction off 302 acres of land they own in Erie in southwest Weld County.

New York-based Sheldon Good & Co. will handle the auction set for May 19 for the land zoned for agriculture, at the southeast corner of the Erie Parkway and Weld County Road 5.

Craig Post, executive director of Sheldon & Good, said the site is "ideal for a residential developer." Post said there is no minimum acceptable bid.

A subsidiary of Waste Management — Western Waste Industries Inc. — owns 69 percent of the property, while James R. Dearmin of Westminster owns 29 percent and Johnny Gaz of Arvada owns 3 percent, according to public records.

Erie High School is located north of the property. Natural-gas company Encana Oil & Gas Inc. owns property to the east, and the Front Range Landfill is to the south. Parcels to the west are sparsely developed and have multiple owners, including Dearmin and Gaz.

A representative of Sheldon Good & Co.'s office in Denver will conduct a bidder's seminar and due-diligence review at the scheduled on-site inspections. The inspections will be held April 14 and May 5.

#### Calif. investors pay \$22.1M for Boulder View Apartments

BOULDER — LandBank Investments LLC of Menlo Park, Calif. has purchased the 69-unit Boulder View Apartments in Gunbarrel for \$22.1 million.

The apartment complex was developed in 2014 by First Range Management of Boulder, led by founder and president Michael S. Berman. It was owned by Boulder Views Apartments Ltd., an entity registered to Berman, according to public records.

The complex, constructed by Fort Collins-based Brinkman Partners, is made up of three, three-story buildings on 2.5 acres at 6655 Lookout Road in northeast Boulder.

The property includes a mix of studio, one- and two-bedroom apartments with an average size of 795 square feet. The apartments were 97 percent leased when the deal closed March 9.

# This is no housing bubble, and no end is in sight

**W**ith home prices at all-time highs nearly everywhere in Boulder and Broomfield counties, I am often asked if we are in the midst of another housing bubble. The short answer is "No."

There are myriad reasons for this, but they generally boil down to the fact that demand for housing far outstrips the available supply, and that the reasons for this are structural and not likely to change in this decade.

Local market statistics show the huge demand for housing in our area. For example, average sale-price-to-list-price ratios for single-family homes in Louisville, Lafayette, Longmont and Superior were all more than 100 percent; for attached dwellings, every market in Boulder and Broomfield counties averaged more than 100 percent.

The largest factors driving the voracious demand for local housing are people, economics and quality of life.

**People.** During the Great Recession, the number of household formations dropped dramatically, but now that

economic conditions are better, people are choosing to move out of their parents' basements and find a home of their own. In addition to those who already were here and biding their time to buy, last year the population on the Front Range increased by approximately 80,000. State demographer Elizabeth Garner predicts similar growth in the next year. On top of this, our populace is highly educated. Forbes ranked Boulder as having the highest-educated workforce in the country, with 58.5 percent college-degree attainment and 28.7 percent graduate-degree attainment.

**Economics.** Colorado has been creating from 50,000 to 100,000 jobs per year and Boulder's unemployment rate stands at 2.5 percent, meaning almost everyone looking for a job can find one here. Moreover, the cost to rent a home is higher in our area on a monthly basis than it is to purchase a home. Add to this that the National Association of Realtors' chief economist, Lawrence Yun, predicts that in 2016 the net worth of a homeowner will be 45 times greater than that of a renter, and it is clear that our educated populace understands the value of home ownership.

**Quality of life.** Boulder is at the top of so many quality-of-life lists that it is difficult to keep track of them all. Contributing to this, Boulder County

**Like high demand, lack of supply also is borne out in the statistics, with all-time low inventory of homes on the market and record low months' worth of inventory of available housing at the end of 2015.**

has preserved more than 45,000 acres of open space land.

Like high demand, lack of supply also is borne out in the statistics, with all-time low inventory of homes on the market and record low months' worth of inventory of available housing at the end of 2015. The factors keeping supply low are more complicated, but among the biggest are geography, builder capacity, restrictive-growth policies and an incentive for owners not to sell (yet).

In addition to the natural restriction of building lots created by the mountain in western Boulder County, the open space that contributes to our high quality of life also means that the land available for home building is truly finite. Relatedly, Boulder is

famous (or infamous) for its restrictive growth policies, including zoning restrictions, limits on the number of residential permits issued, height limits on both residential and commercial buildings, etc., which makes it challenging to build new housing.

Builders simply are unable to keep pace with the growing demand for housing in the Boulder Valley. In addition to the paucity of vacant developable lots in the area and aforementioned building restrictions, builders also have had a difficult time hiring skilled tradespeople, many of whom left the area during the Great Recession or found employment in other sectors. These factors mean that builders likely won't be able to catch up with demand for years.

Many current homeowners believe that home values will continue to rise, so they have an incentive to wait to sell for as long as possible, which decreases supply and, like a self-fulfilling prophesy, keeps prices climbing.

When one considers the structural factors keeping demand for housing high and supply low, with no apparent relief coming on either side, home values have only one way to go: up.

*Jay Kalinski is broker/owner of Re/Max of Boulder. He can be reached at [jaykalinski@remax.net](mailto:jaykalinski@remax.net).*



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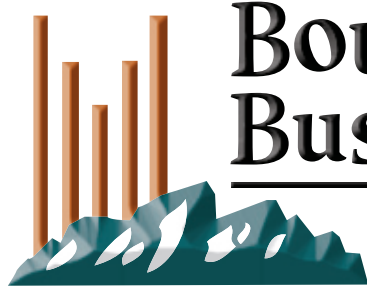
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**THE ARNOLD FAMILY**  
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and deceased Arnold family members:  
William Glenn Arnold  
Edward Ryan Arnold  
Sanders Gibson Arnold



**TOM KALINSKI**  
Broker/Owner  
Re/Max Boulder



**DR. JOEL MONTBRIAND**  
CEO  
Gastroenterology of the Rockies



**RICHARD POLK**  
President  
Boulder's Pedestrian Shops



**CHRISTINE RALSTON, AND  
DECEASED HUSBAND, STEVE**  
Owner  
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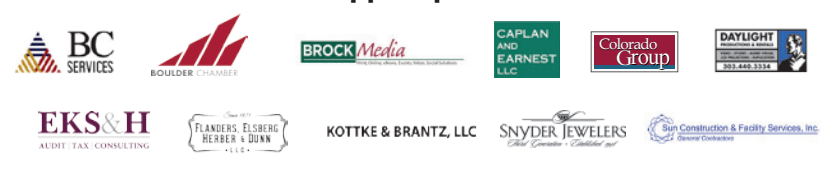
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# Salesperson's Bill of Rights a preamble to success

One of the biggest challenges for professional sales and business-development people is that they often find themselves in a subservient role to their prospective customer and clients. After all, the customer is always right, right? Unfortunately, this belief undermines a salesperson's self-worth and even more damaging, their self-esteem.

Don't get me wrong. Many salespeople are far from perfect. You know, because they've called on you. However, strong company and sales leaders know it's in their best interest to lift their sales team up. A person and a team that feels good about themselves is far more likely to take risks, embrace rejection and rebound swiftly from failure.

At your next sales meeting, try out this "salesperson's Bill of Rights" on your team and see what they think:

**You have the right to your dreams, desires and expectations.** The selling environment can be a pretty negative arena, from customers and prospects telling you "your stuff isn't that good" to company leaders putting all of the emphasis on what the team is not accomplishing versus what it is accomplishing.

**You have the right to what you want.** Don't feel guilty for wanting more. Use it as motivation to work hard and achieve your dreams. Sales is one of the only occupations where you can give yourself a raise any time you want. The payoff for that cause-and-effect compensation is that you can go out and get what you want.

**You have the right to like yourself as you are.** Our head trash is part of the human condition. We all have psychological trash. Even veteran salespeople sometimes forget that selling is like many other high-performance occupations where your mindset has a major impact on your ability to perform.

**You have the right to change.** Personal growth requires you to break out of your comfort zone, embracing discomfort when it lies in the path towards a greater goal. For some, change is seen as an admission of having ben on the wrong path. Quite

the contrary, in selling there is no such thing as status quo; you are either shrinking or growing, so we must change.

**You have the right to fail.** No need for excuses for attempts and failures. You have the right to fail and embrace failure as a good thing. A wise person once said, "When I am failing, I am growing."

**You have the right to be imperfect.** There will be times when your performance is less than brilliant. Don't be so hard on yourself that it turns into a "doom loop" of self-reinforcing despair. Understand that we are perfect as living organisms, walking miracles. It is only in our roles that we are imperfect and we fail. Most importantly, those roles don't define our intrinsic human value.

**You have the right to choose.** Choose what company you work for, what prospects you want to quote, when to disqualify a prospective customer, etc. Nowhere is it written that every prospect deserves to see your presentation, quote or demo. You have value, and they must qualify for your time and expertise.

**You have the right to ask.** Ask, never beg, and keep asking. Expect some rejection; it will help you grow. Smart salespeople understand the value of a "no" and "go for the no!"

**You have the right to decide how you will use your time and energy.** Never give anything without getting

something of equal or better value in return.

**You have the right to lunch — once you have paid the price.** This is the opposite of "there's no such thing as a free lunch." When you've done the right behaviors' the ones you've committed to doing, consistently and correctly, reward yourself because you've done what most won't do. You've gotten out of your comfort zone and done the hard stuff.

Salespeople have rights, but only salespeople with a healthy self-concept will be likely to exercise those rights. However, when they do, sales go up, frustrations and worry goes down and job satisfaction and income go up. So enjoy this great occupation of business development and selling. It's your right!

*Bob Bolak is president of Sandler Training. Contact him at 303-579-1939 or [bbolak@sandler.com](mailto:bbolak@sandler.com).*



**SALES SMARTS**  
BOB BOLAK

**Strong company and sales leaders know it's in their best interest to lift their sales team up. A person and a team that feels good about themselves is far more likely to take risks, embrace rejection and rebound swiftly from failure.**



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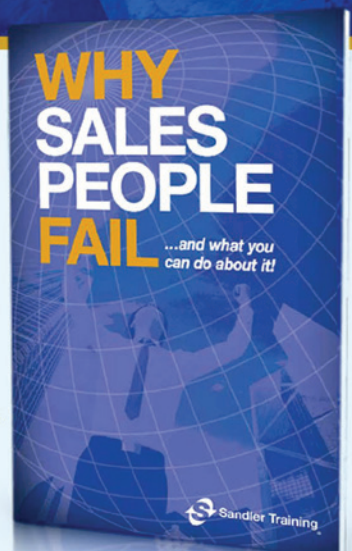
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**GMO**, from 17

production increases, especially when considering the reduction in so many inputs (fuel, pesticides, water, land) per bushel,” Brown said.

But do GMOs stand between humanity and a food crisis? Alexis Baden-Mayer, political director of the Organic Consumers Association said nothing could be further from the truth.

“There are no GMO seeds marketed as producing higher yields,” she said. “Roundup is sprayed on plants that are used for animal feed and junk food such as corn, alfalfa, soybeans, canola and sugar beets.”

She maintained that the seeds used in GMOs are the ones with proven high yields and are mixed with GMO traits, and that similar yields might just as easily be produced by spraying crops with pesticides. Further, she said, traditional farming practices are better at feeding people. Baden-Mayer referred to a 2011 United Nations report titled, “Eco-Farming Can Double Farm Production in 10 Years,” which states,

“Agroecological projects have shown an average crop yield increase of 80 percent in 57 developing countries.”

**Weird science**

In a story with so many layers, it isn’t surprising that cancer comes up. In this case, it’s through a 2012 study published in “Food and Chemical Toxicology” by Prof. Gilles-Eric Seralini, referenced by Hoffman, that showed glyphosate (again, found in Roundup), a probable carcinogen in laboratory rats that were exposed to it and died of tumors.

People are exposed to glyphosate through consumptions of plants and animals that eat plants sprayed with this weed killer.

Does that mean increased cancer risk?

Hoffman said yes and pointed to the Seralini study as well as an article published by the International Agency for Research on Cancer last year in “The Lancet Oncology” that classified glyphosate as probably carcinogenic to humans.

Mark Sponsler, executive director of Colorado Corn, said no. He said drinking large amounts of coffee, another probable carcinogen, is just as likely to cause cancer and death.

“Glyphosate is among the most researched and tested compounds on the planet,” he said. “GMO haters and people who believe Monsanto is the evil empire attempt to define what science is.”

**GMO labeling issues**

No discussion of the GMO issue would be complete without touching on the topic of labeling. Here, too, the knots to untangle are complicated for both sides. Connecticut, Maine and Vermont have passed GMO labeling laws. Thirty other states have introduced some kind of GMO labeling legislation. In Colorado, Proposition 105, which called for labeling, lost in the polls in 2014.

But what if you just want to have a non-GMO label on your granola? As the owner of Boulder Granola, Jody Nagel is a natural-foods vendor who

has navigated these waters and has emerged as confused as when she began. It cost her thousands to get the non-GMO project label with the butterfly, the one retailers and their customers recognize most.

“We were already USDA-certified organic, but the retailers trust the non-GMO project,” she said. “It took us a year to get certified that way, and even if there is no change in ingredients, it cost an additional \$1,200 a year to keep it.”

Nagel said she wished the whole GMO thing were simpler, but she said she moved to Colorado from Connecticut for organic food. The increased scrutiny of food purity is why she’s here and in business in the first place.

“That’s what my brand has always been about,” Nagel said. “Our motto is, ‘Unleash your inner hippie.’ I’m not talking about a hippie from the ’60s. I’m talking about a modern-day hippie who is saying, ‘Wait a moment. What are we allowing here? I like that we are questioning things.’”

**TIME OUT**

COURTESY UNITED WAY OF WELD COUNTY

Bob Hinderaker, center, a business banker at Great Western Bank in Greeley, receives the 2015 Live United Award from United Way of Weld County president and chief executive Jeannine Truswell and board chairman Jay S. Hinrichs at the organization’s Mad Hatter’s Ball and 75th anniversary celebration on March 19 at Island Grove Events Center in Greeley. United Way of Weld County also named Anadarko Petroleum Corp. its 2015 Company of the Year.



COURTESY GREELEY CHAMBER OF COMMERCE

From left, Steve Taylor of State Farm, Seth Feinberg of Burriss Co., Dianna Campbell of Weld County and Stacey Thomas of Unified Title; listen on March 10 during the Leadership Weld County class tour at Noble Energy.

Email your event photos to:

Dallas Heltzell, dheltzell@bizwestmedia.com. Include complete identification of individuals.

**NONPROFIT NETWORK****BRIEFS**

The Larimer County Office on Aging will host an awards ceremony on May 12 to honor one outstanding senior volunteer and one outstanding family caregiver. Nominations from the public are being sought and must be postmarked by April 7. Nomination forms and criteria for the awards can be found at Larimer.org/seniors or by calling the Office on Aging at 970-498-7751.

The annual **Project Homeless Connect** is scheduled from 8 a.m. to noon April 8 at the Northside Aztlan Center, 112 Willow St. in Fort Collins, offering a range of free services to people who are experiencing or at risk of homelessness. The event includes a free breakfast and barbecue lunch. Nearly 60 local nonprofits, government agencies and businesses will provide onsite services. **Homeward 2020, Bohemian Foundation, the Murphy Center and Colorado State University Student Leadership, Involvement and Community Engagement (SLiCE)** co-produce the event with support from **United Way of Larimer County**.

**FUNDRAISERS**

Fort Collins-based **Black Bottle Brewery, Cooper-**

**Smith’s Pub and Brewing, Fort Collins Brewery, Funkwerks, Horse and Dragon Brewing Co., Jessup Farm Barrel House, McClellan’s Brewing Co., New Belgium Brewing Co., Odell Brewing Co., Old Colorado Brewing Co., Pateros Creek Brewing Co. and Three Four Beer Co.** are tapping their resources for **The House That Beer Built II**, a collaborative community initiative with **Fort Collins Habitat for Humanity** to build a home in partnership with the **Beavers family**. This year’s goal is to raise \$100,000 for the family home. Each brewery will fundraise through various events through August. They will build alongside the home buyers onsite beginning in August. **The Brewers Olympics** on June 18 at **Go West T-shirt Co.**, which donated shirts and printing for the project, will benefit the project, as will a salmon bake at **Jax Fish House & Oyster Bar**. **Mishawaka** will donate a portion of concert ticket sales in June to HTBBII and will co-host a benefit concert July 6 at the CSU Lagoon. **The Farmhouse** will donate proceeds from its **Chicken & Givin’** fried chicken platter from 4 to 9 p.m. on Sundays throughout May. Fundraisers also will be held in May at **The Moot House** and **Wilbur’s Total Beverage**. **Townsquare Media** will support the project with fundraising events and public service announcements. The community is also invited to volunteer; registration

can be done at FortCollinsHabitat.org. The Beavers family will complete 250 hours of “sweat equity” helping to build the home in Avondale Cottages, a part of the Ridgewood Hills neighborhood; it is expected to be completed by winter. Donations can be made at <https://donatenow.networkforgood.org/fortcollinshabitat>.

Chefs sliced 750 pounds of avocado, 200 pounds of tomatoes, 120 pounds of cheese and hundreds of pounds of meat on Feb. 29 at the **Casa Del Matador** grand opening celebration at 341 E. Foothills Parkway, Suite 110, across from the Cinemark movie theater in the newly renovated Foothills shopping area in Fort Collins. The event raised \$5,000 for the **Boys & Girls Clubs of Larimer County**.

**GRANTS**

**Community Food Share** received a \$56,989 grant from **Hunger Is**, a joint charitable initiative of **The Albertsons Companies Foundation** and the **Entertainment Industry Foundation**, to help address childhood hunger locally. Community Food Share will use the grant to purchase nutritious, whole-grain cereal as a part of the food bank’s Healthy Breakfast Initiative targeting low-income children in Boulder

and Broomfield counties.

**Express Employment Professionals** and its franchise location in Longmont, owned by **Todd and Janet Isaacson**, are donating \$10,000 to **OUR Center**, a local organization that provides a variety of resources including emergency assistance for food, rent, utilities and shelter. The donation is part of The Impact Project, an initiative of the company’s philanthropic committee, designed to give back to nonprofits nominated by franchisees among their more than 760 franchise locations.

The **Community Foundation Serving Greeley and Weld County** announced grants totaling \$48,000 from the Little Youth Fund. This is the fund’s 121st distribution to various youth-oriented programs. Grants were awarded to **A Woman’s Place** for a children’s program, **Centennial BOCES/Migrant Christmas Fiesta Committee** for its Migrant Family Literacy Project, **Greeley Area Habitat for Humanity** for the Jefferson High School Construction Management Pathway in Geometry, the **Sexual Assault Victim Advocate Center** for its SART Peers program, the **UNC Foundation** for its NoCO Math Circles program and **United Way of Weld County** for its RITE program.





# OF *Celebration* OF *Leadership*

The **2016 Celebration of Leadership** took place on Wednesday, March 2 at the newly renovated Dairy Arts Center. We heard this year's honorees' inspirational stories and gained insights into the Chamber's action plans for 2016—continuing to work with bold leaders and partner organizations in our ongoing journey to “Build Community Through Business.”

## CONGRATULATIONS TO OUR 2016 HONOREES!

**VIRGINIA PATTERSON  
BUSINESS PERSON  
OF THE YEAR:**  
Gerry Agnes, president and CEO,  
Elevations Credit Union

**COMMUNITY  
LEADERSHIP AWARD:**  
Ken Hotard, Senior VP of Public  
Affairs for the Boulder Area  
REALTOR® Association; and  
Will Toor, Director of the  
Transportation Program with  
Southwest Energy Efficiency Project

**CHAMBER CHAMPION  
AWARD:**  
Dianna Rands, Owner of  
Chill Digital Marketing

**FRANNY REICH  
LOCAL BUSINESS HERO AWARDS:**  
Liz Hanson, City of Boulder Economic  
Vitality Coordinator; and  
George Karakehian, former City  
Council member and owner of Art Source  
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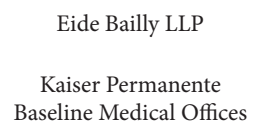
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## BRIEF CASE

## BRIEFS

**Aims Community College** in Greeley received \$2,000 from the **Northern Colorado Manufacturing Partnership** toward scholarship support for students who are pursuing an education in or related to manufacturing.

Boulder-based **Spectra Logic** was chosen by the **Women's Council**, part of the **University of Colorado Boulder's Leeds School of Business**, to underwrite its **WILD Summit IV** event on April 1. The summit brings together students and inspiring leaders at all stages of their professional careers to discuss trends driving tomorrow's business opportunities and discover how women are influencing change.

## CLOSINGS

The entrepreneurs who opened coworking space **Launch Longmont** in the former Times-Call newspaper building at 350 Terry St., last year have pulled the plug on the venture.

## CONTRACTS

Fort Collins-based **Riverside Technology Inc.** was selected by the **National Oceanic and Atmospheric Administration** to be part of a team to support its efforts to provide accurate weather information to planners, emergency managers and other decision-makers. The contract, expected to run through 2017, calls for Riverside to take the lead and work with Centennial-based **Integrity Applications Inc.** in providing scientific, technical and management support to NOAA's Technology, Planning and Integration for Observation program. Riverside and Integrity have been working with NOAA on this project since 2007, and Riverside has been awarded NOAA contracts for the past 25 years.

Technology developed by Boulder-based **3D at Depth** was successfully used by London-based **Subsea 7 LLC**, a global contractor in seabed-to-surface engineering, construction and services, in mapping the ocean floor in the Gulf of Mexico that could increase overall efficiencies in offshore oil and gas applications. Subsea 7's project stationed two of 3D at Depth's SL1 systems to collect measurements simultaneously.

Denmark-based wind-turbine maker **Vestas Wind Systems A/S** (CPH: VWS), one of Northern Colorado's largest employers, with factories in Windsor and Brighton, will provide 31 megawatts of its turbines to repower a wind farm in Germany and service it for 20 years. Vestas will supply nine of its V112-3.45-megawatt turbines for the repowering of the Oder-vorland wind power plant in Brandenburg, Germany. Deliveries of the turbines should start before the end of this year. **Windpark Jacobsdorf GmbH & Co KG** ordered the turbines.

## EARNINGS

**Gaiam Inc.** (Nasdaq: GAIA) reported a loss of \$11 million, or 48 cents per share, for its fiscal year 2015 that ended Dec. 31. The Louisville-based developer and marketer of yoga and fitness accessories, apparel and media reported a profit of \$2.2 million on revenue of \$57.9 million for its fourth quarter that ended Dec. 31. Gaiam reported revenue for the year of \$188 million, a 12.8 percent increase compared with \$167 million for 2014, when it lost \$9 million.

The year-end earnings report from **Globelimmune**

**Inc.** (Nasdaq: GBIM) included a \$2.8 million net loss. Company officials said the troubled Louisville-based pharmaceutical company continues to seek strategic transactions that would help maximize shareholder value. The company's 2015 loss amounted to 48 cents per share, compared with a loss of \$8.04 per share, or \$23.4 million, in 2014. Revenue, meanwhile, climbed from \$6 million in 2014 to \$6.5 million in 2015. Revenue was boosted by \$1.8 million in licensing revenue for its GI-6200 program with Celgene. Lower research and development expense and reduced salary expense because of layoffs last year also contributed to the net loss shrinking. The company finished 2015 with \$9.9 million in cash and cash equivalents, enough, company officials said, to operate through the end of the year as it continues to look for strategic alternatives.

## FLOOD RECOVERY

Demolition of the **city of Boulder's** flood-damaged event center at Flatirons Golf Course has begun. **Colt and Steel**, a contractor in Boulder, was awarded the job that includes demolition and asbestos abatement on the existing 17,400-square-foot event center at 5706 Arapahoe Road. The project is expected to last through the end of May depending on weather conditions. The golf course will remain open during the construction period, according to Boulder Parks and Recreation, which operates the course. The site will be restored with turf and landscaping while city staff continues to analyze needs and opportunities for future development. The flood of September 2013 damaged the event center to the point it could not be used.

## KUDOS

**Bill Reynolds** of The W.W. Reynolds Cos. and **Stephen Tebo** of Tebo Properties received the 2015 Dean Callan Recognition Award. Boulder-based commercial real estate firm Dean Callan & Co. hands out the award annually to a member or members of the community in memory of Dean Callan. The award recognizes recipients for professional service, integrity, community involvement and leadership. As part of the award, Dean Callan & Co. made a \$2,500 charitable donation on behalf of each recipient, which both Reynolds and Tebo chose to match. They both chose the **W.W. Reynolds Foundation** as their charity of choice. The foundation is sponsoring the Hernando de Soto World Capital Markets program that will commence this fall at the University of Colorado's Leeds School of Business.

Boulder-based **Shelly D. Merritt** was selected for inclusion in 2016 Colorado Super Lawyers, in the practice area of estate planning and probate; in Best Lawyers in America 2016 in the area of trusts and estates; and in U.S. News' 2016 Best Lawyers under best law firms.

## MERGERS &amp; ACQUISITIONS

**Green Alpha Advisors**, a Boulder-based asset-management firm that focuses on eco-friendly companies, merged **Nia Global Solutions'** investment strategy into the firm's product offerings. Terms of the deal were not disclosed. **Kristin Hull**, who co-founded the Nia Global investment strategy in Oakland, joined Green Alpha Advisors.

Littleton-based **Oldcastle Precast Inc.**, which makes precast concrete- and plastic-building products, acquired the assets of **Colorado Precast Inc.**,

which has a manufacturing plant in Loveland. Financial terms of the deal were not disclosed. Oldcastle Precast is part of Atlanta-based Oldcastle, the North American arm of Ireland-based building materials company **CHR plc**. It has an 86,000-square-foot plant in Littleton and 52,000-square-foot plant in Platteville. In 2006, Oldcastle Precast acquired **Foot-hills Concrete Pipe and Products** in Platteville and a year later expanded that plant. The Colorado Precast plant in Loveland at 1820 14th St. S.E. produces products such as storm-drain inlets, water cisterns and concrete vaults for water meters, electrical systems and fuel storage.

**Guaranty Bancorp** and **Home State Bancorp**, the holding companies for **Guaranty Bank and Trust Co.** and **Home State Bank**, signed a merger agreement that would create one of the largest Colorado-based bank holding companies. The combined company will have approximately \$3.3 billion in total assets, \$2.5 billion in deposits and \$2.3 billion in total gross loans. The aggregate merger consideration is estimated at approximately \$133.7 million, based on a \$15.11 closing price of Guaranty Bancorp's (Nasdaq: GBNK) common stock on March 15. Shareholders of Home State Bancorp will receive aggregate cash consideration of \$35 million and 6,533,914 common shares of Guaranty Bancorp valued at approximately \$98.7 million as of March 15. Home State Bank operates 11 branches with four in Loveland, three in Fort Collins and one each in Windsor, Berthoud, Longmont and Lafayette. Guaranty Bank has 26 locations, including three each in Fort Collins and Longmont, two in Greeley, and one each in Loveland, Boulder and Berthoud.

## MOVES

Denver-based **Blue Heron Specialty Products** will move to the former home of Loveland Screw Machine in Berthoud. Boulder County investor Chuck Miller's business **CEM & Associates**, which has an ownership stake in Blue Heron, bought the building at 1005 Second St., for \$2.3 million. Blue Heron is an injection-molding company that makes plastic parts.

## OPENINGS

Nebraska-based **First Bank & Trust Co.** received approval from the Colorado Division of Banking to open a loan-production office at 2114 N. Lincoln Ave. in Loveland, scrapping plans for an office at 1155 S. Main St. in Longmont.

A **Longhorn Steakhouse**, owned by Orlando, Fla.-based Darden Restaurants Inc. (NYSE: DRI), opened March 29 at 3450 S. College Ave. near the redeveloped Foothills shopping area in Fort Collins. The 5,825-square-foot, 200-seat restaurant is led by managing partner Richard Kerr.

Ron Brown opened the first **Window Genie** franchise location in Colorado on March 14 at 1668 Hemlock Way in Broomfield. The Cincinnati-based company's services include window washing, pressure washing, gutter cleaning and re-securing, holiday light installation, chandelier cleaning and dryer-vent cleaning.

Construction delays continue to push back the opening of **New Belgium Brewing's** taproom and brewery in Asheville, N.C., but company officials now have nailed down a specific opening day. Fort Collins-based New Belgium said the Asheville "Liquid Center" — the 6,000-square-foot taproom at the

new brewery — will open its doors May 2. The taproom originally was slated to open sometime in February.

**University of Colorado Health** on March 22 celebrated the opening of a freestanding emergency room at 2101 N. Main St. in Longmont with a ribbon-cutting ceremony and donated \$5,000 to **Longmont High School**. The 7,000-square-foot **UCHealth Emergency Room** is a collaboration between UCHealth and Texas-based **Adeptus Health Inc.** (NYSE: ADPT), which operates First Choice emergency rooms.

**Trent Newcomer**, a veterinarian and owner of Front Range Veterinary Clinic in Fort Collins, has launched **Velofix Colorado**, a mobile bike-repair service in Fort Collins and Boulder. Newcomer has bought a franchise from Velofix, a franchisor of mobile bike-repair services based in Vancouver, British Columbia. Newcomer began offering service in Fort Collins and Boulder in February, and hopes to have service up and running in Denver in April.

**Urban-gro**, a Lafayette-based provider of products used by cannabis cultivators, is expanding sales efforts to the Southwest, opening an office in Phoenix to generate sales in Arizona, Nevada and New Mexico.

**Verizon Wireless** opened its newest Smart Store on March 25 in the Village of the Peaks shopping center in Longmont.

## PRODUCT UPDATE

Boulder-based **Active Interest Media Inc.** is creating a fishing show for television to complement its Anglers Journal magazine. **Anglers Journal Television** will be produced in conjunction with **Warren Miller Entertainment and AIM Studios** of Boulder, both subsidiaries of Active Interest Media. The show, which began production in January, will begin airing in July on the Discovery Channel's Destination America network.

Longmont-based **Oskar Blues Brewery** launched **Beerito**, a Vienna Mexican lager. A launch party will be held at 4 p.m. April 8 at the Tasty Weasel Taproom, 1800 Pike Road in Longmont.

Fort Collins-based **New Belgium Brewing** launched **Botanical Imperial IPA** with essential oils from backyard botanicals, basil, sage and juniper, with Bravo, Cascade, Sterling, and Willamette hop varieties. It is available on draft now through mid-April.

The **Intuicom RTK Bridge-X** communications hub from Boulder-based **Intuicom Inc.**, a supplier of wireless solutions for the precision agriculture and machine-control industries, now is compatible with all available precision guidance systems

## SERVICES

**Eagles Nest Storage**, 1800 Delaware Place in Longmont, signed on as a neighborhood dealer for **U-Haul Co. of Colorado**, offering U-Haul trucks and support rental items.

The **Weld County Office of Emergency Management** will host a free **Weather Spotter Training Class** at 6:30 p.m. Tuesday, April 5, at the Weld County Administration Building, 1150 O St. in Greeley. Contact Gracie Marquez at 970-304-6540 or gmarquez@weldgov.com to reserve a seat.

The essential event is a two-and-a-half-day immersive retreat for seasoned entrepreneurs dealing with business scaling and acceleration challenges. Architected by professional entrepreneurs [www.ignytelab.com](http://www.ignytelab.com) and [www.boulderpreneurs.com](http://www.boulderpreneurs.com), it brings together the startup community and entrepreneurs facing life sensitivities and a unique hierarchy of needs not addressed by accelerators or incubators.

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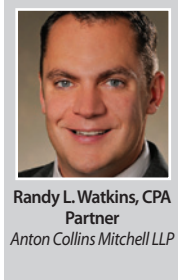
# ThoughtLeaders

## BUSINESS ANSWERS TO PRESSING B2B MATTERS

### ACCOUNTING

#### Assembling your business advisory team

What do many successfully run businesses have in common? They understand the importance of a collaborative team of trusted business advisors. Generally, a business team consists of key advisors; attorney, insurance advisor, investment advisor, certified public accountant (CPA) and banker. Most business owners have individual relationships with their advisors, but may have overlooked a key element to ensure the success of this team, teamwork. Have you ever shared your latest investment strategy with your CPA and learned it creates negative tax consequences due to your individualized tax structure? Have you spoken to your attorney about an entity structure suggestion made by your CPA, only to learn that it presents unforeseen legal challenges? These scenarios rack up fees, and cause delays in execution. Regular team collaboration prevents costly errors. We recommend that our clients meet with their entire team frequently (at least semi-annually and more frequently during times of growth/change), to address challenges faced individually and by the business.



Randy L. Watkins, CPA  
Partner  
Anton Collins Mitchell LLP



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### HEALTH CARE

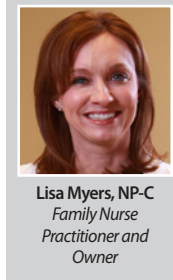
#### Testosterone Therapy — Is it right for you?

There is no disputing that testosterone therapy can help the effects of hypogonadism and loss of hormones due to aging. Testosterone levels peak during early adulthood, but began to decline around the mid-thirties. Low testosterone affects both men and women.

There are many results one can experience with low testosterone, most notable are: changes in sexual function, sleep pattern, physical changes and emotional well-being. Balanced hormones are essential for good health and disease prevention. The way to know is to do the research, ask questions and speak to professionals that specialize in hormone replacement therapy (HRT).

There are several alternative therapies available, both natural and synthetic. To determine whether you can benefit from HRT is by having a blood test done. This will provide valuable information about your hormone levels. HRT is an investment in your health so take the time to get the facts.

Lisa Myers is a Certified BioTe Medical Practitioner and patient since 2012.



Lisa Myers, NP-C  
Family Nurse Practitioner and Owner

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### INSURANCE

#### The Importance of a Personal Umbrella Policy

Distractions while driving can occur everyday and seem to be everywhere; this can include text messages, phone calls, a quick meal on the road, all of which interrupts a driver's attention. Have you thought, "What would happen if a distracted driver caused a serious accident? Would their insurance be enough to cover all damages and injuries?" The answer is more than likely "no."

Obtaining additional coverage for accidents caused by uninsured or underinsured motorist has become crucial. Excess Uninsured/Underinsured (UM) Motorist coverage is available as part of a Personal Umbrella Policy. Umbrella Liability provides protection from civil suits as a result of your actions. The Excess UM coverage provides coverage for you and members of your household, if the other party is at fault and does not have enough liability coverage to pay for injuries and damages. UM coverage also provides coverage for you as a pedestrian or bicyclist.



Lynda Mitch, CIC, AAI  
Personal Insurance Account Executive



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# BW ECONOWATCH



COURTESY MATTHEW MODERMOTT

Heather Terenzio (with green sweater in foreground), founder and chief executive of the 13-year-old Tectonic Group, listens during a ceremony on March 17 at Emily Griffith Technical College in Denver as Gov. John Hickenlooper launches the “Skillful” platform.

## SKILLFUL VENTURE

### Local firms partner in launch of job-search platform

By Dallas Heltzell  
dheltzell@bizwestmedia.com

A pair of Boulder-based companies — web and mobile software developer Tectonic Group and custom medical-device manufacturer Mountainside Medical — are among several in Colorado that are partnering in the launch of an online platform that aims to help improve the skills and marketability of job seekers without college degrees.

The “Skillful” platform went live on March 17 in Colorado, the first state to have access to it, and Gov. John Hickenlooper joined Markle Foundation president and chief executive Zoë Baird and LinkedIn co-founder Allen Blue to mark the occasion with a ceremony at Emily Griffith Technical College in Denver. Job seekers, employers and educators from around the state also were on hand for the rollout.

The organizers of Skillful “actually found us,” said Heather Terenzio, founder and chief executive of the 13-year-old Tectonic Group. “We’ve had an apprenticeship program for the past two years that’s pretty much what they’re doing. We have the only federal Department of Labor-certified IT apprenticeship program in the state, which allows us to give college credit. So we partnered with Skillful to help take our message and way of doing business and try to promote it among other companies.”

Tectonic has 25 employees at its 1900 Folsom St. facility, Terenzio said, including about 12 through the apprenticeship program. “We’re growing our business by growing the program,” she said.

“It’s great to have the governor behind it, and the co-founder of LinkedIn. It’s nice to know we have all this support for what we’re doing.”

Ten-year-old Mountainside Medical, 6165 Lookout Road, also will use the platform for hiring as it builds devices including laparoscopes and endoscopes, as well as orthopedic and neurosurgical components.

The platform attempts to connect job seekers by their specific skills and training, rather than by their college degrees. According to the New York City-based Markle Foundation, which developed the platform, it’s aimed at individuals with high school diplomas and some college experience, but not four-year degrees. It’s designed to meet job seekers where they are — online or in their communities — through career navigators who can help guide them through their job search.

Skillful also offers tools and advisers to broaden employers’ talent pools by helping them create skills-based job descriptions and to hire workers based on the core skills needed for the job.

According to research conducted by the state, 40 percent of “top jobs” in Colorado — those with high annual openings and above-average growth rates — do not require a four-year degree. Many of those jobs offer a median salary above \$50,000 a year. By working with employers to clearly define the skills needed for these jobs and by making it easier for job seekers to learn or demonstrate them, Skillful aims to create more career paths for those without college degrees while helping businesses fill open positions.

“Sixty-two percent of Coloradans don’t have a college degree, but they have great skills,” Baird said. “Jobs are changing so dramatically because of technology and globalization. People need to be able to learn new skills over the course of a lifetime and to retool

throughout their career.”

Partners in the rollout include LinkedIn, the state of Colorado, the Colorado Workforce Development Council and workforce centers, the Colorado Advanced Manufacturing Alliance, the Colorado Technology Association and Goodwill Industries of Denver,

“Colorado has long been committed to ensuring our workers have access to the skills they need to get ahead, and Skillful provides a powerful new tool for job seekers to do that,” Hickenlooper said in a prepared statement. “We are honored to be the first state to gain access to Skillful, which builds on our efforts to promote skills-based training and hiring in Colorado. It will help keep our state competitive both nationally and globally.”

The platform shows job-seekers companies that are hiring, what kinds of jobs are available, the skills required and where to find the training to get those jobs. Its navigators — experienced advisers and career coaches — are being placed in local nonprofits such as Goodwill Industries and the Larimer County Workforce Center.

For employers, the platform is designed to provide data and templates for crafting job descriptions based on skills versus using degrees as a default.

Skillful will concentrate opportunities on advanced manufacturing and information technology.

For educators, Skillful is designed to provide data about the employment picture in the regions they are serving and help them develop curricula to better prepare workers for the labor landscape.

More information is online at [www.skillful.com](http://www.skillful.com) or on Facebook at [Facebook.com/JoinSkillful](https://www.facebook.com/JoinSkillful).

*Dallas Heltzell can be reached at 970-232-3149, 303-630-1962 or [dheltzell@bizwestmedia.com](mailto:dheltzell@bizwestmedia.com). Follow him on Twitter at @DallasHeltzell.*

### THE TICKER

#### Region’s jobless rate ticks upward

Unemployment across the region ticked upward slightly from January to February but still hovered around the 3 percent mark for all four local counties. Boulder County unemployment rose to 2.7 percent. Larimer and Broomfield counties’ rates climbed to 2.9 percent, and Weld’s inched upward to 3.5 percent. None rose more than two-tenths of a percentage point, and all were down nine-tenths of a point or more from the same period a year ago. The Colorado Department of Labor and Employment released the February figures. According to the survey of households, Boulder County had 173,427 people employed in February and 4,840 seeking work. The county’s jobless rate was down from 3.9 percent a year earlier. Larimer saw similar improvement, dropping its rate from 4.1 percent. The county had 178,326 employed and 5,382 looking for work. Weld County’s rate was down from a mark of 4.4 percent a year ago, with 144,362 employed and 5,176 out of jobs. Broomfield, meanwhile, had 33,984 employed from a labor pool of 34,982, marking a drop in the jobless rate from 4 percent last year.

#### Greeley, Fort Collins among U.S.’ fastest growing

The U.S. Census Bureau released new population-growth figures and, not surprisingly, Northern Colorado continues to soar relative to the rest of the nation. Despite the downturn in the oil and gas industry beginning during the period, the Greeley metropolitan statistical area — defined as Weld County — still managed to rank sixth in population growth among the nation’s 381 MSAs from 2014 to 2015. And the Fort Collins metro area — defined as Larimer County — wasn’t far behind, ranking 10th. The latest figures measured growth from July 1, 2014 to July 1, 2015. Weld County grew by 8,795 people during the period, climbing 3.2 percent, to a population of 285,174. The Fort Collins MSA, or Larimer County, grew by 2.7 percent or 8,920 people to 333,577. The Boulder MSA, or Boulder County, grew by 5,508 people to a total of 319,372 for 1.8 percent growth that ranked it 49th nationally. While Broomfield County doesn’t by itself factor into the MSA rankings, it did rank sixth nationally among the 100 fastest-growing individual counties with more than 10,000 people. Broomfield grew by 3,190 people, or 5.16 percent, to a total of 65,065. Broomfield was the fastest-growing county in Colorado, followed by Mineral, Weld, Denver, Sedgwick and Larimer. Boulder County came in 15th. For the four-county region of Boulder, Broomfield, Larimer and Weld counties, the cumulative population grew by 26,413 people to hit 1,003,188.

#### State lost construction jobs in February

Colorado’s construction industry lost 200 jobs during February, a decline of one-tenth of a percentage point compared with January, but still was up 6,400 jobs for the last 12 months compared with the same period a year ago, according to a report released by the Associated General Contractors of America. Colorado contractors during February were providing 154,400 jobs, up from 148,000 jobs in February of last year, but down from 156,200 jobs as recently as December.

# BW COMMENTARY

## Latest census numbers illustrate need for planning, cooperation

**T**he numbers are in: Boulder, Broomfield, Larimer and Weld counties — BizWest's coverage area — have surpassed 1 million in population, a significant milestone that is being exceeded every day, but which also demonstrate the need for greater planning.

As BizWest reporter Joshua Lindenstien reported recently, the latest data from the U.S. Census Bureau shows the Greeley metropolitan statistical area — or Weld County — ranking sixth in population growth among the nation's 381 MSAs from July 1, 2014, to July 1, 2015. The Fort Collins metro area — defined as Larimer County — wasn't far behind, ranking 10th.

Weld County added 8,795 people, or 3.2 percent, for a total population of 285,174. Larimer added 8,920 people to 333,577.

The Boulder MSA — or Boulder County — added 5,508 people between July 1, 2014, and July 1, 2015, for a total population of 319,372. That's an increase of 1.8 percent. Broomfield County added 3,190 people, or 5.16 percent, to a total of 65,065.

All told, the four-county region of Boulder, Broomfield, Larimer and Weld counties added 26,413 people, to hit 1,003,188.

What does it all mean? It means that people continue to move to Colorado, with the Boulder Valley and Northern Colorado remaining extremely attractive to people from other states, some of which have seen declines in population.

A good quality of life helps lure residents, but the main draw is jobs. The Boulder Valley and Northern Colorado have benefitted from a diverse economy that sees a wide range of industries. As some might struggle (think ag and energy), others expand.

But growth poses challenges in terms of affordable housing, transportation, water supply and many other areas. What transit solutions will bring residents of the Carbon Valley into Boulder County in the years to come? What will transportation and affordable housing look like as smaller communities in Boulder, Larimer and Weld counties explode in population?

Such growth calls for far greater coordination and cooperation among local and county governments. They should thoughtfully identify where new residents will live, but also how they will get to their places of employment. Where will they go for shopping, entertainment, health care and schools?

Growth can be handled reactively, but it's far better for local and regional governments to be proactive, to identify what challenges exist today — and how those will magnify tomorrow.

## No way will I spend \$400 on this

**\$400.** That's what it was going to cost to

have a local copier-service company come to our Boulder office to wipe the memory of a copy machine that has served us well but now gets as many paper jams as it prints junk faxes.

I've read horror stories of old copiers being sent away with troves of documents still in memory, some of which contained proprietary company or personal information. Think of the scans, faxes and copies that could be stored in memory. Best to wipe it completely before bidding adieu.

But \$400? That could buy us a brand-new Windows personal computer, or roughly 16 percent of a midrange Macbook Pro. Lacking an on-staff IT person, I decided to tackle the chore myself. How hard could it be?

The first task was to determine the IP address for the printer, as well as the password, which my controller somewhat skeptically provided. Being fairly tech-proficient, I was able to access the IP address in my browser and log in right away. Then I got the kind of sick feeling you get when you first open a box of Ikea furniture.

The page for the bizhub 360 resembled an Easter egg, with multiple shades of purple, blue, green, orange, red, brown, green and yellow icons. I clicked back and forth, trying to find a simple button that said, "Erase Memory," but having to decide instead among ROM Version, Import/Export, Network TWAIN or a myriad of other options. Do I select PKI Settings or



**PUBLISHER'S NOTEBOOK**  
CHRISTOPHER WOOD

Machine Setting? How about "Manage Copy Protect Data?"

After clicking on every colorful icon, I settled on User Box Setting, under which I found a word that sent waves of satisfaction through me: "Delete." I could delete an Unused User Box, a Secure Print File, a Time Setting or a Document Delete Time Setting.

Unsure of which was the right course, I did what any reasonable person would do: I Googled it. Google took me to an entirely different option: Deleting documents directly on the copier.

Somewhat chagrined that I'd wasted time fussing with IP addresses, ROM Versions, Network TWAINS, WebDAV and OpenAPI, I raced to the copy room, only to find that my being logged in completely froze the copier for any other purpose. Logging out, I returned to the copier, hit the User Box button, ready to identify documents, and hit "Delete."

But wait. No documents were shown, and no "Delete" button was to be found. I ventured back and forth between logging in via my computer and logging out to revisit the copier. Nothing was as I expected. Several hours later, as the sun set and the janitors began vacuuming around me, I gave up, only to return to the task the next day.

Amazingly, nothing had changed in the intervening hours. At press time, I still don't know whether any proprietary documents exist on the copier, which will be carted off in three days.

I'm sure I'll have it figured out by then.

*Christopher Wood can be reached at 303-630-1942, 970-232-3133, via email at cwood@bizwestmedia.com. Or you might check the copy room.*

### BW POLL

**Should Colorado return to a presidential primary?**

**Yes 97%**

**No 3%**

### Next Question:

Would you favor raising Colorado's \$8.31 minimum wage to \$15?

**Yes** — Colorado workers need help.

**No** — It will increase unemployment and prompt inflation.

**Visit [www.BizWest.com](http://www.BizWest.com) to express your opinion.**

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## TPP would boost nation's small businesses

**W**hile small businesses represent the majority of American exporters, their export sales represent less than a third of the overall value of American exports. Ninety-five percent of the world's consumers live outside of our country's borders, but only 1 percent of American small businesses are selling to them.

Small businesses make up nearly 98 percent of exporters in the six states I represent – Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming. Exporting can be profitable for businesses of all sizes. On average, sales grow faster, more jobs are created and employees earn more than in non-exporting firms. The recent Commerce International Trade Administration state report shows how critical exporting is in each state across the nation.

The power of exporting will only be increased with the ratification of the Trans-Pacific Partnership. TPP would unlock additional opportunities for U.S. small businesses, which are the backbone of the U.S. economy. By addressing trade barriers that are particularly challenging for small businesses to navigate, TPP allows our small businesses to reach new markets in the Asia-Pacific region. Additionally, TPP will help more small businesses navigate the barriers by eliminating 18,000 taxes and tariffs that deter many from considering foreign markets.

U.S. agriculture is likely to be a primary beneficiary of the agreement, as 85 percent of U.S. agricultural exports currently are sold to TPP nations. The deal would boost agricultural trade even further by significantly lowering tariffs and opening up nations such as Japan, New Zealand and Malaysia to competition in agricultural trade. For example, taxes immediately would be removed on more than half of our agricultural exports to Japan and on more than 90 percent of exports to Malaysia and New Zealand.



**GUEST COLUMNIST**  
BETSY MARKEY

In other words, if ratified by Congress, TPP would help open doors for small businesses that would otherwise remain closed. It would be the first trade agreement that incorporates a chapter regarding American small and medium-sized enterprises. The chapter bolsters substantive commitments on these issues in chapters such as those on customs and trade facilitation, e-commerce and others by providing readily accessible information to small and medium-sized enterprises on the opportunities TPP will offer, and giving them an ongoing means to engage with TPP governments on ways to enhance the functioning of the agreement so as to benefit small- and medium-sized enterprises.

By 2030, two-thirds of the world's middle-class consumers are projected to live in the Asia Pacific region. The Internet and e-commerce have opened up a new world of opportunity for small businesses to sell to them with the click of a mouse. TPP would help them realize that promise.

Opponents of the deal contend that increased global trade moves jobs overseas. But for our small-business sector, which creates two out of three new jobs in our country, the opposite actually is true. According to a study published by the Institute for International Economics, exporting firms not only grow faster but are less likely to go out of business than non-exporting companies. Also, firms that export pay up to 18 percent more than companies that don't.

Overall, TPP levels the playing field for American workers and American businesses, leading to more Made-in-America exports and more higher-paying jobs here at home. Passing TPP would help small businesses share their ingenuity with vast new pools of waiting consumers who believe in the American brand, keeping alive that intrepid entrepreneurial spirit that makes this nation so great.

*Former 4th District congresswoman Betsy Markey serves as the Small Business Administration's Region VIII administrator and is based in Denver.*

## ColoradoCare would cost less, cover everyone

**A**s in the rest of the United States, Coloradans currently spend much more on health care per person than people living in other developed countries. However, this extra spending is not buying us longer, healthier lives. Why are we getting so little bang for our buck?

Our current health-care system is built around private insurance companies and their mazes of deductibles, copayments, out-of-network providers and differentiated reimbursement schemes. This inefficient corporate bureaucracy, which makes it difficult for patients to access care and expensive for providers to file claims and collect payments, eats up more than 20 cents of every health-care dollar.

From an economic perspective, the case for ColoradoCare is straightforward. ColoradoCare provides a plan to streamline our state's health-care system. If voters approve Amendment 69 this November, the state will transition from our current web of private health insurers toward the sort of health-care system enjoyed by the rest of the developed world. Then again, you don't have to look to other countries to understand how ColoradoCare would work. Just as Medicare provides health care for all Colorado residents over the age of 65, ColoradoCare would cover the rest of us.

ColoradoCare would generate significant savings for most Coloradans. The plan eliminates health-insurance premiums and deductibles and replaces them with a new 3.33 percent payroll deduction for employees, while employers pay 6.67 percent. A typical Coloradan working full time at the median wage of \$18 an hour would pay \$1,199 in health-care premium taxes under ColoradoCare, compared with the current cost of purchasing a Gold Plan on Colorado's health exchange — about \$5,000 in premiums and up to \$6,850 in annual out-of-pocket costs. ColoradoCare's handy, online calculator at ColoradoCare.org/calculator shows that this worker would save anywhere from \$3,794 to \$10,644 a year in health-care costs. The savings for families with kids would be even greater.



**GUEST COLUMNIST**  
ANDERS FREMSTAD

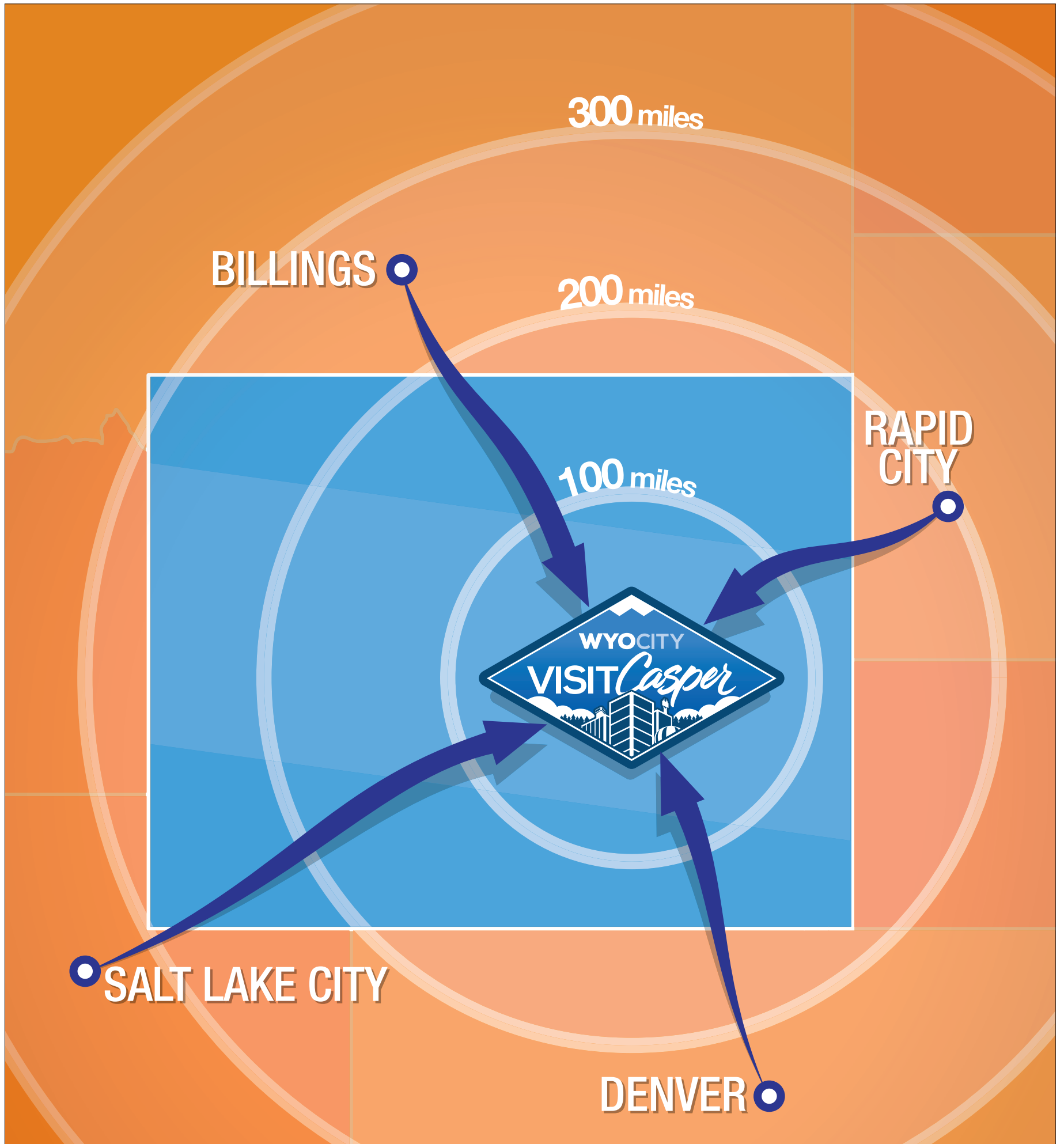
Most businesses would save money with ColoradoCare as well. Runaway health-insurance premiums are squeezing employers today. By replacing those premiums with a fixed payroll tax, ColoradoCare would make health care a reasonable and predictable business expense. Employers can estimate their precise costs using the online calculator at ColoradoCare.org/calculator. A growing number of business leaders have come out in support of ColoradoCare as a better way to maintain a healthy and productive workforce.

ColoradoCare would also make our labor market more dynamic. Today some workers are reluctant to change jobs because they fear losing their health insurance. Severing the connection between jobs and health insurance will make our labor market more fluid. ColoradoCare will empower workers to take advantage of opportunities as they arise, such as pursuing a new career path or starting a new business.

Finally, ColoradoCare would extend coverage to nearly 400,000 Coloradans who still are living without health insurance. Right now we all pay the price when patients are unable to get preventive care and end up in the emergency room. We all bear the risk when illness forces uninsured Coloradans into bankruptcy. And in our current system, the fact that you have health-care coverage today in no way guarantees that you will be covered next year. There is a good economic case for adopting a universal health-care system that protects us all from life's uncertainties.

Putting ColoradoCare in place will not be easy. We should expect the health-insurance industry to fight this proposal as they have fought similar proposals in the past. Our advantage this time is that the decision is in the hands of voters, not politicians beholden to special interests. Amendment 69 allows us to decide for ourselves whether to maintain our expensive health-insurance bureaucracy or vote to pass ColoradoCare and provide affordable health care to all Coloradans. The choice is ours this November.

*Anders Fremstad is an assistant professor in the economics department at Colorado State University in Fort Collins.*



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