

BizWest

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

VOLUME 35 | ISSUE 23 | DECEMBER 2016

- » TAYER Finding the 'win' in what's right for Boulder 7A
- » MACQUIDDY Input critical for workforce education 9A
- » HOOT Small businesses: Can you afford data breach? 25A
- » KENDALL Loveland-Berthoud prices pass Fort Collins 31A



Breaking Ground

The Portal for New Development Projects

Who is building what in the Boulder Valley and Northern Colorado?
Featuring projects, companies, sizes, timelines, renderings and more. **INSIDE**



BOULDER

Cholaca's sweet ingredients

Keeps chocolate pure, rain forests thriving. **PAGE 6A**

GREELEY

Thirst for success

WeldWerks brews heady growth, national reputation. **PAGE 8A**

ENERGY

Filing is done: Now the clock ticks

PUC accepts Boulder's municipalization application. **PAGE 13A**

WORKFORCE

Companies, schools embrace P-TECH training

Program offers pathway to STEM education, degrees for high-schoolers. **PAGE 14A**

BizWest is an independent, locally owned business journal.

GET HELP
NOW



24/7/365 Crisis Services

CALL
844.493.TALK (8255)

or TEXT
TALK to 38255

or WALK into
928 12th Street
in Greeley

North Range Behavioral Health is a provider of Colorado Crisis Services

BW READERS' GUIDE



“It was in the microscopic fine print. I can’t believe you didn’t read the contract with a microscope.”

CONTACT US

Advertising

Contact Sandy Powell for information on advertising, event sponsorship, custom publishing, or for a copy our editorial calendar: spowell@bizwest.com, 303-630-1954 or 970-232-3144.

Visit our offices in Boulder and Fort Collins

■ 3004 Arapahoe Ave., Second Floor, Boulder, CO 80303 303-440-4950
■ 1550 E. Harmony Road, Fort Collins, CO 80525 970-221-5400



Volume 35 : Issue 23
December 2016

Copyright 2016.
BizWest Media LLC.

Reproduction or use of editorial or graphic content without written permission is prohibited. BizWest (USPS 18522, ISSN 1528-6320) is published monthly by BizWest Media LLC, a Colorado LLC, 1790 30th Street, Suite 300, Boulder Colorado, 80301. Periodical Postage Paid at Boulder, CO and at additional mailing offices. POSTMASTER: Send change of address notices to: BizWest Media LLC, P.O. Box 270810, Fort Collins, CO 80527 Circulation: 303-630-1953 | 970-232-3143 | jnuttall@bizwest.com

IN PRINT

Subscribe

Subscribe to BizWest, change your subscription or ask questions: 303-630-1954 or 970-232-3144. Get the award-winning BizWest print edition and all of our annual directories, including the Book of Lists. Visit www.bizwest.com/subscribe.

Upcoming lists & directories

■ **January:** Book of Lists — Offers more than 100 lists of different vertical markets. Our book compiles all of the ranked lists we run in our newspaper into one book. Most lists rank the top 25 companies, by size, within their respective markets, and range from General Contractors to Realtors to Women-Owned Businesses.

Custom Publications

BizWest Media’s Custom-Publication Division can deliver turnkey publications to celebrate your company’s anniversary, highlight new products or services, or for any other purpose. Contact Sandy Powell, spowell@bizwest.com.

Reprints

See an article in BizWest that you want framed or mounted on a plaque? Want to highlight your company’s position on one of our ranked lists? Call 970-232-3143 or 303-630-1953 to order.

Tips/press releases

Submit news tips or press releases to news@bizwest.com.

ONLINE & DIGITAL

BizWest.com

Our website features breaking business news from the Boulder Valley and Northern Colorado, as well as content from our print edition and digital replicas of all our publications.

Boulderopolis.com

News, trends and insights from the startup community in the Boulder Valley.

Social media

Twitter: Follow us at @bizwestmedia
Find BizWest and Boulderopolis on Facebook, Instagram and LinkedIn.



E-newsletters

Follow breaking business news in the Boulder Valley, Northern Colorado or statewide with BizWest’s daily e-newsletters. Or get weekly or biweekly recaps in the region’s key sectors with more than a dozen industry newsletters. Sign up at www.bizwest.com.

- Morning Report: A daily email aggregation of the top business-news headlines from around Colorado.
- Business Daily – Boulder Valley: The day’s top business news from Boulder and Broomfield counties, delivered right to your inbox.
- Business Daily – Northern Colorado: The day’s top business-news headlines from Larimer and Weld counties, delivered right to your inbox.

Register for these and a dozen industry newsletters at <http://bizwest.com/subscribe-to-our-newsletters>

Digital Services

Need help with SEO, search-engine marketing, content marketing or some other digital requirement? Contact Sandy Powell in the BizWest Digital Services Department at spowell@bizwest.com.

EVENTS & NETWORKING

BizWest produces a variety of business conferences, networking events and award programs throughout the year, both in the Boulder Valley and Northern Colorado. Visit our website at www.bizwest.com/events to submit award nominations or to register.

■ Northern Colorado Economic Forecast

January 25, 2017
University of Northern Colorado Grand Ballroom, Greeley
Register online: events.bizwest.com/events/2017-economic-forecast/

QUOTABLE

“If he (President-elect Trump) wants to do away with it (the protect the wind tax credit), he’ll have to get a bill through Congress, and he’ll do it over my dead body.”

U.S. Sen. Charles Grassley, R-Iowa. **Page 10A**

BUSINESSES SAVE 4%
ON YOUR WORKERS’
COMPENSATION PREMIUM

In addition to a 4% discount, BBB Accredited Businesses that qualify for this safety group program enjoy the following benefits:



Availability of enhanced safety training



Annual dividend if group qualifies

Learn More: Contact **Alicia Davis**, *BBB Safety Group Program Manager* at adavis@wynco.bbb.org or 970-488-2045



PINNACOL
ASSURANCE



DALLAS HELTZELL/FOR BIZWEST

Estes Park's town Board of Trustees, staffers and citizens listen on Nov. 30 at the Estes Park Event Center as James Herlyck, Central Federal Lands' highway division project manager, describes the findings of an environmental assessment of the mountain village's proposed one-way downtown traffic loop.

Green light for Estes' downtown loop

Bitter division marked plan to ease traffic through tourist town

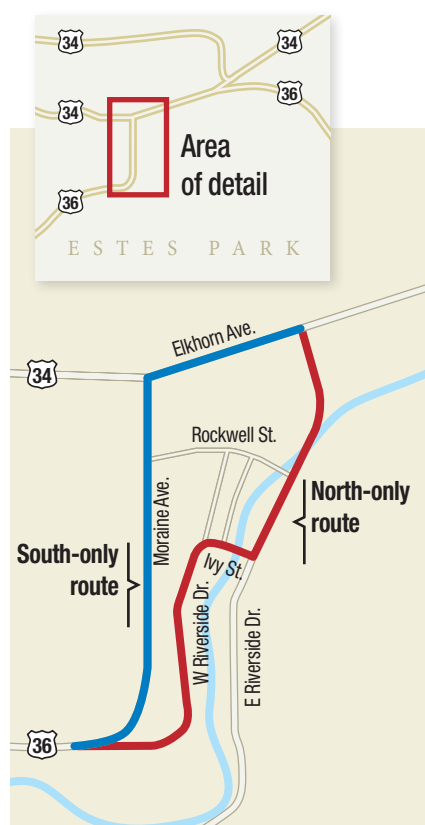
By Dallas Heltzell
news@bizwest.com

ESTES PARK — In a decision that reflected the often bitter debate that has gripped this mountain tourist village for several years, a sharply divided Estes Park Board of Trustees has voted to go ahead with a controversial \$17 million plan to turn parts of three downtown streets into a one-way loop to ease summer traffic congestion and aid visitor access to Rocky Mountain National Park.

The final 4-3 vote on Nov. 30 followed two other 4-3 decisions — one to concur with an environmental assessment's finding that the project would have minimal impact on a pair of city parks, and the other a refusal to submit the loop question to town voters early next year. It also followed nearly two hours of comments from 37 area residents who were as evenly divided as was the town board — except that opponents slightly outnumbered those in favor.

Mayor Todd Jirsa had campaigned for election last spring on a pledge to let the contentious issue be decided at the polls, and passionately defended his stance before an audience of more than 100 area residents at the cavernous Estes Park Event Center. The Board of Trustees meeting had been moved from its regular Town Hall venue to accommodate the expected crowd.

Jirsa pointed out that the loop plan did not fit conclusions reached by the town's transportation "visioning committee," adding that "I do believe it is prudent to put this to a vote of the



people."

Mayor Pro Tem Wendy Koenig questioned the worth of a project she said would only increase average travel time through town by 70 seconds.

However, Trustee Patrick Martchink countered that "no action means accepting failure," and Trustee Ward Nelson added that "we can't continue to shoot ourselves in the foot" because turning down the federal grant already approved for the project could make it difficult to win other such grants.

"You might not see money again for 15 or 20 years," warned Johnny Olson, the Colorado Department of Transportation's Greeley-based Region 4 director. Rejecting the project, he said, "puts a strain on you guys to go after money in the future."

About the plan

■ **Project website:**
www.downtownestesloop.com

Under the downtown loop plan, westbound U.S. Highway 36 traffic, toward the national park, will use the currently designated route — west along Elkhorn Avenue through the downtown core of tourist shops and restaurants, then south and west on Moraine Avenue — but eastbound U.S. 36 will be diverted at the Moraine Avenue curve through a new roundabout onto West Riverside Drive, across a new bridge over the Big Thompson River at Ivy Street, then north on East Riverside Drive to reconnect with Elkhorn east of downtown.

Loop proponents have pointed to ever-increasing summer traffic headaches as tourists head for a national park that has become the nation's third most visited, while opponents have countered that the plan would disturb the peace of homes, rental cottages and the two city parks — Baldwin and Children's — along Riverside as well as hurting businesses along East Elkhorn, the main downtown commercial street, by speeding tourists leaving the park out of town and away from its economic generators.

The tiny Donut Haus, which sits directly on the Moraine Avenue curve and has drawn early-morning crowds of locals and tourists alike for more than 40 years, would be among the businesses and homes razed to create the connection with West Riverside.

"It won't be much wider than it is now, but because it's a state highway, there are requirements for right-of-way," town spokeswoman Kate Rusch told BizWest last year. "CDOT would

approach the owners and work to relocate them. CDOT will manage the process, and money would come out of the project funds for locating property they could move to and reimbursing for business lost if they have to close during relocation."

The town in 2013 applied for \$13 million in Federal Lands Access Program (FLAP) funding for the project because the project was seen as a way to improve access to the park, and federal officials had said the loop option was the only acceptable alternative to receive the FLAP money. A proposed downtown parking structure could further ease congestion, but FLAP won't fund it.

The town already has \$4.2 million in hand through a grant from CDOT's Responsible Acceleration of Maintenance and Partnerships (RAMP) program. The FLAP grant tentatively was awarded as well, but acceptance by the town was pending the final environmental assessment as part of a National Environmental Policy Act study, a process that's triggered when a federal agency develops a proposal such as the loop to fund. The assessment was to study the impacts to the community if the one-way couplet plan were to move forward or if no action were taken.

The voluminous assessment was issued in July, and the public then had a month to submit comments and concerns. Because of the uncertainty over the project, said James Herlyck, project manager for the Central Federal Lands Highway Division, FLAP's decision committee moved its funding for construction of the loop from 2018 to 2021 to allow construction of other FLAP-funded projects in the meantime. Herlyck said that change in the funding year won't delay right-of-way acquisition or final design, which is

Please see **Estes Park**, page 30A

Protecting your practice's network is stressful.

Take a breath.



Specializing in healthcare IT solutions,
DataRx provides HIPAA-compliant
maintenance, updates and security
solutions, letting you focus on your
practice, not your network.

datarx.it.com



970-488-1668

State sues Texan, NoCo man for securities fraud

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

The Colorado Securities Commission has sued Brian Pebley of Johnstown and Lawrence Lundsford of Texas, alleging securities fraud in the sale of \$2.1 million worth of unregistered securities by unlicensed brokers in connection with establishing a professional golf tour. The state is seeking compensation from Lundsford and Pebley, and their Northern Colorado-based companies on behalf of 43 investors. Defendants include the Fort Collins-based National Professional Golf Tour LLC, whose last known address was 2614 S. Timberline Road, which is controlled by Lundsford; and C.H.A.M.P. Financial Group, whose last address was 1159 Main St. in Windsor, controlled by Pebley.

Posted Dec. 5.

Struggles intensify for biotech GlobelImmune

The struggles for GlobelImmune Inc. continue as the biotech announced a series of events that include the resignation of its chief

NEWS DIGEST

Miss this news?

BizWest works every day to bring you the latest news as it happens. Sign up for daily updates and the latest industry e-newsletters at:

[bizwest.com/subscribe-to-our-newsletters](#)

executive and key board members, and the termination of the lease on its 40,000-square-foot headquarters building at 1450 Infinite Drive in Louisville that had office, laboratory and manufacturing space. The company said it does not plan to publicly release any further information about its operations or business, leaving it unclear if GlobelImmune will be dissolved, acquired or if operations will be suspended. The company had been looking for “strategic alternatives.”

Posted Nov. 18.

Woodward combines industrial groups amid shrinking sales

Woodward Inc. has consolidated its Engine Systems and Industrial Turbomachinery Systems groups into one combined Industrial Systems Group. The move is intended to

“create a leaner organization that will be well-positioned to drive long-term growth and profitability” through reducing costs and overhead to “gain efficiencies.” The Fort Collins-based company did not specify where those efficiencies would come from in a release announcing the move, and company officials could not be reached for comment. Chad Preiss, most recently the president of ES, has been appointed president of Industrial Systems. ITS president Jim Rudolph, meanwhile, has moved into the newly created role of corporate vice president. Woodward employs roughly 1,400 people at various sites in Northern Colorado, including Loveland and Windsor.

Posted Nov. 16.

CSU lands \$53.3M gift for engineering school

Colorado State University announced the receipt of a \$53.3 million gift from Omaha, Neb., businessman Walter Scott Jr., that is the largest in the school’s history. The gift will benefit CSU’s College of Engineering, providing funding for student scholarships, faculty recruitment and research. CSU also is renaming the College of Engineering the Walter Scott Jr. College of Engineering. Scott, who served

as chief executive and chairman of construction giant Peter Kiewit Sons’ Inc., graduated from CSU in 1953 with a bachelor’s degree in civil engineering. The \$53.3 million gift is just Scott’s latest to his alma mater. He and his late wife Suzanne provided a leadership gift for the Suzanne and Walter Scott Jr. Bioengineering Building that was completed in 2015.

Posted Nov. 15.

Free2b Foods recalls Chocolate Sun Cups

Local company Free2b Foods issued a recall of some of its Sun Cups chocolate candies due to possible cross-contamination with milk ingredients. The items being recalled include Chocolate Sun Cups — both in single- and double-cup purple packaging — with both UPC codes of 8954444001405 and 8954444001443 and sell-by dates of Aug. 2, 2017; Aug. 4, 2017; and Aug. 7, 2017. Boulder-based Free2b over the past year tweaked the recipes of its Chocolate Cups to be dairy-free. That coincided with the company transitioning its manufacturing facility from a Top-7 Allergen-Free facility to a Top-8 facility, indicating that no dairy ingredients are present in the facility.

Posted Nov. 11.



Boulder
Economic Council

2017 ECONOMIC FORECAST

BOULDER & BEYOND



Join over 300 top business, academic and community leaders for the
2017 Economic Forecast: Boulder & Beyond

Explore the year ahead with renowned economic experts, including Dr. Richard Wobbekind, Executive Director of CU-Boulder’s Business Research Division, who will offer key insights into current economic trends and 2017 prospects for Boulder, the State of Colorado, and beyond.



January 11, 2017 • 4:00 - 7:30 p.m.
UCAR Center Green • Boulder, CO

\$45 For Boulder Chamber members
\$75 for non-members

For more information and to register, visit:
www.boulderchamber.com

Thank you to our 2017 sponsors!



ELEVATIONS
CREDIT UNION

EKS&H
AUDIT | TAX | CONSULTING



TEBO
PROPERTIES

First National **DENVER** BizWest

BW BOULDER BIZ



Ira Leibtag, CEO of Cholaca, located in Boulder.

JONATHAN CASTNER FOR BIZWEST

Sweet ingredients

Cholaca keeps chocolate pure, rain forests thriving

By Elizabeth Gold
news@bizwest.com

BOULDER — Some studies say chocolate can increase cognitive functions, and some say it increases heart health. Most of us reach for it, however, because it makes us feel good — from its creamy taste to its soothing calm.

Chocolate is reported to be one of the most popular and widely consumed products in the world. Unfortunately, the process of getting it to us can leave a bitter taste in the mouths of even the most ardent chocoholics.

“The chocolate industry is one of the dirtiest industries there is,” said Ira Leibtag, CEO of Boulder-based Cholaca. From practices that range from child labor and abuse to deforestation, the unethical price paid to feed the world’s love of chocolate is high.

To balance the scales, Leibtag’s company started bringing pure liquid cacao that is organic, fair traded and regeneratively farmed to the market in 2012.

His venture started with an experiment. “I went into the kitchen and came out the other side with the drink of kings and the food of gods in a mason jar,” he said.

As opposed to mixing cacao with preservatives, emulsifiers and additives, Leibtag developed a process that emulsifies it with water — pure and simple.

His magic potion next ended up

steamed in a cup after he asked for input from Justin Hartman, founder of Ozo Coffee Co.. “Three weeks later, we had made \$1,000, so I created a business plan,” Leibtag said.

In the process of learning about cacao, Leibtag faced the realities of the industry in terms of the socially unjust ways it is traditionally farmed and traded.

“When I went to places like Ecuador, I learned that cacao is perishable, so it needs to be kept 100 percent dry. But in places with 100 percent humidity, it’s hard.

“There’d be buyers who’d circle the co-ops and knew the day to walk in to buy it because the farmers were fearing mold. They’d offer 30 cents on the dollar.”

Additionally, when cattle ranchers offer \$1,200 to farmers who are making \$800 a year to strip their land and keep the wood, it presents a deal that’s hard to resist.

Leibtag’s regenerative business model focuses on paying farmers to keep the rainforests growing and making a fair living at the same time.

To sweeten the deal for those of us on the receiving end, he doesn’t pad his recipes with additives that are found in standard chocolate products because “if you have the good stuff, you don’t need a lot more.”

Cholaca products are made from top-shelf cacao and the same grade of coconut sugar, which is the only other ingredient besides water.

There’s even a choice about how sweet customers want their chocolate to be.

The original pure liquid Cholaca contains a small amount of coconut sugar; the sweet variety contains a

Cholaca

4094 26th St.
Boulder, CO 80304
Phone: 303-956 3166
www.cholaca.com
CEO: Ira Leibtag
Employees: 4 full-time; 10 contractors

little more; and the unsweetened skips it altogether.

One of the company’s newer markets is a Colorado spotlight industry: craft brewing.

Although brewers had early on called Leibtag about using his product, they weren’t coming back for more. Then he got a call from Tim Mathews, head brewer at Longmont-based Oskar Blues Brewing Co., who wanted to use it to make Death by Coconut, an Irish Porter beer.

What set Mathews’ process apart from the crowd was that he took advantage of Cholaca’s liquid state and added the chocolate to the final process rather than during fermentation.

The benefits included less mess and more chocolate flavor, as well as a match with the value craft brewers place on pure ingredients.

Cholaca’s customers currently fall into three categories: retail, wholesale and ingredient-focused. The products are available in liquid and baking wafer form. Leibtag plans to expand into the ready-to-drink market in 2017.

Cholaca sales have more than doubled in the last year and are on target to double that in 2017.

“We’re now poised for growth, having built the necessary foundation for scaling,” Leibtag said.

NEWS&NOTES

PUC accepts Boulder's municipalization application

The Colorado Public Utilities Commission mailed out a written decision deeming complete the city of Boulder’s amended application to create a municipal electric utility. The PUC had informally deemed the application complete at its Nov. 9 meeting. But the written filing officially starts the clock ticking on the timeframe by which the PUC is required by law to render a decision whether to approve or deny Boulder’s application. Boulder has been working for years on splitting off from Xcel Energy as the city’s electricity provider and creating its own utility. The city plans to acquire the Xcel assets necessary for running that utility through the power of eminent domain. But before the city can file for a condemnation proceeding in Boulder County District Court that would determine the price Boulder must pay Xcel, the city first must gain approval of its separation plan from the PUC to ensure safety and reliability of service amid the split. As part of the PUC’s written decision, the governing body also required that the city of Boulder mail notice to potential customers of a city-run utility by Dec. 9 that the PUC is now evaluating the city’s amended application. Parties wishing to intervene in the case have until Dec. 30 to do so with the PUC.

Boulder Chamber names 5 new members to board

The Boulder Chamber, which advocates on behalf of some 1,200 member businesses, has named five new members to its board of directors for 2017. The new members include Doyle Albee, president of MAPR.agency; Marie Gambon, senior vice president for people at Boulder Brands; Scott Holton, cofounder and principal at Element Properties; Kate Honea, head of operations for Twenty Ninth Street; and Bonifacio “Boni” Sandoval, commercial banking market manager at First National Bank. Mark Gordon, president and CEO of Stratom Inc., will be leaving the Boulder Chamber board at the end of 2016. Current board members who will remain include: Gerry Agnes of Elevations Credit Union; Judy Amabile of Polar Bottle; George Berg of Berg Hill Greenleaf Ruscitti; Jose Beteta of the Latino Chamber of Commerce of Boulder County; Bruce Borowsky of Boulder Digital Arts; Peter Braun of UBS Financial Services; Lori Call of Kaiser Permanente; Kimberly Campbell of Macerich; Hy Harris of EKS&H; Stephanie Iannone of Housing Helpers; Teresa Lomax of Gateway Park Fun Center; Bob Morehouse of Vermillion Design + Interactive; Ted Rockwell of the University of Colorado; and Katy Schmoll of UCAR.

The Kitchen sues Puck firm over trademark dispute

The Kitchen Café LLC, Kimbal Musk’s company that owns several restaurants in Colorado and outside the state, has filed a lawsuit against renowned chef Wolfgang Puck’s company, alleging trademark infringement and unfair competition regarding the use of The Kitchen brand. Boulder-based The Kitchen filed the suit against Wolfgang Puck Licensing LLC in U.S. District Court in Denver. The filing heats up a dispute that’s been simmering for more than a year and first became public when The Kitchen filed a notice of opposition with the U.S. Patent and Trademark Office in February regarding Puck’s use of The Kitchen by Wolfgang Puck and The Kitchen Counter by Wolfgang Puck on his new franchises.

Finding the 'win' in what's right for the Boulder community

Many BizWest readers have followed the recent debate over a proposed increase in the Affordable Housing Linkage Fee, a fee the city of Boulder imposes on new commercial development to cover the cost of meeting the affordable-housing needs that new development is assumed to create.

The Boulder Chamber initially took a strong position in opposition to any increase in the Linkage Fee above the current \$9.53 per square foot rate that the city council adopted last year. Among our concerns is the relatively high rate of the current Linkage Fee compared with other communities in the Denver-metro region (most don't even impose such an assessment) and peer cities across the country. Further, we have yet to fully assess the impacts of the current fee. I could go into further detail regarding our concerns, but that's not the point of this column ...

After in-depth analysis and several discussions with city of Boulder staff, as well as outreach to our membership, our partners in the affordable-housing community and city council members, it became clear that holding the line on any increase in the fee wasn't a logical position on which to stand our ground. Other interests were making a strong argument for some increase — many even set the minimum bar at an increase of \$35 per square foot or higher — a proposition that a majority of city council members seemed inclined to support.

It was becoming clear that we could fall on our sword in a losing fight against an increase based on the above arguments and many others. Alternatively, we could work with others who might even disagree with our position to see if we could find common ground. Fortunately, with a shared interest in most effectively addressing our community's affordable-housing goals, we found support for a more modest increase to \$12 per square foot of new commercial development amongst a coalition of Boulder's affordable-housing providers,

social-service agencies and other business interests.

After much debate at their Nov. 15 meeting, the city council ultimately voted by a 6-3 majority in favor of the coalition's proposal. As with any "compromise," there are detractors on all sides. I am hopeful, though, that coming together in this coalition — overcoming our differences in the name of a broader community solution — will create a much more sustainable path forward.

While it may be tempting for some to talk about "winning" an important vote at city council, I much prefer the perspective that coming together in a collaborative fashion around a difficult decision is a victory for all of us. I am pleased that other community members are making the same observation. Michael and Marsh Caplan have been writing about improving public process and had this to offer on the coalition we formed around the Linkage Fee:

"The divisiveness in our country has deepened. What might be done to help Boulder to bridge the gap as

we wrestle with some very challenging local issues? A good start has been made by John Tayer and Betsey Martens. ... [T]he organizations for which they work often represent opposing viewpoints. Knowing this, they decided to work together, bringing in several other

groups to seek solutions to Boulder's affordable-housing problem. By respectfully listening to understand one another's concerns and ideas, it seems an acceptable compromise was crafted regarding linkage fees."

The president-elect often speaks in terms of winning, as if there are always winners and losers in every situation. The implication can be that every decision leads to a zero-sum outcome. We know this isn't the case and that for every complex issue we face, there isn't always one clearly right answer. For that reason, the Boulder Chamber will always offer an open ear to those who disagree with our position, searching for areas of common ground, and seeking the most balanced solutions for our community. That's the winning formula for all of us!

John Tayer is CEO of the Boulder Chamber. He can be reached at 303-442-1058 or via email at john.tayer@boulderchamber.com.



**BOULDER'S
BUSINESS CENTER**
JOHN TAYER

"Among our concerns is the relatively high rate of the current Linkage Fee compared with other communities in the Denver-metro region and peer cities across the country."



Boulder
Rotary
Club

Join a new generation.

Boulder New Generations Rotary Club is a service club for young professionals who are passionate about improving local and global communities. The club aligns with Rotary's philanthropic vision and tailors its projects, financial structure, and meeting times to young professionals.

- * Meet interesting people with similar interests.
- * Expand your social and professional networks.
- * Give back to your community.
- * Participate in local and international volunteer opportunities.
- * Be a part of a global network of generous and inspirational leaders.

Learn more at www.bouldernewgen.org.

Boulder Valley
Rotary Club

Boulder
Rotary Club

Rotary Club
of Niwot

Boulder Flatirons
Rotary Club

Sponsored as the BizWest 2016
Partners in Philanthropy Winners by



**30-50%
OFF
CHRISTMAS
TREES**

PALMER FLOWERS

www.palmerflowers.com



A Grand Holiday Celebration for Every Home



Fort Collins

(970) 226-0200
3710 Mitchel Dr
Fort Collins, Co 80525



Loveland

(970) 825-1111
1300 E Eisenhower
Loveland, Co 80537



Downtown FoCo

(970) 482-9121
111 W Olive St
Fort Collins, Co 80524



Boulder

(303) 494-5678
2935 Baseline Rd
Boulder, Co 80303

BW GREELEY BIZ



JOEL BLOCKER FOR BIZWEST

Patrons enjoy a mellow atmosphere at WeldWerks Brewing in Greeley.

Thirst for success

WeldWerks brews heady growth, national reputation

By Elizabeth Gold
news@bizwest.com

GREELEY — With more than 350 craft breweries located in Colorado — more than 10 percent of the nation's number of craft breweries — it's clear that the state loves good beer.

A brewery's success depends on more than good beer, however, according to Neil Fisher, head brewer at WeldWerks Brewing Co. Knowing the business end of things and setting up shop in the right place equally play into the role of success, including being named by USA Today as best new brewery nationwide in early 2016.

In terms of location choice, the community of Greeley welcomed WeldWerks with open arms in 2015 and hasn't turned back, he said.

WeldWerks' appeal includes plenty of space to spread out, combined with good brews to imbibe. The brewery encompasses 7,000 square feet, with almost half of that devoted to socializing and sipping space.

"Our taproom is large for a small brewery," he added. "People are mostly taken by the comfort of the space and how inviting it is."

Keeping locals happy accounts for the startup steadiness WeldWerks experienced, but the company's current success goes well beyond who walks into the brewery's front door. One-half of the customers who purchase WeldWerks beers hail from the Denver area, with the other half coming from Northern Colorado at large.

WeldWerks Brewing Co.

508 Eighth Ave.
Greeley, CO 80631
Phone: 970-460-6345
www.weldwerksbrewing.com
Head brewer/co-owner: Neil Fisher
Employees: 18

Its beers are on tap in 150 locations along the Front Range, with retail cans hitting the market by the end of this year.

Getting products to those shops is a process WeldWerks benefits from the personal touch for which the brewery has become known.

"We self-distribute and just added another van to our fleet," Fisher said. "We'll probably outgrow doing that at some point, but I think it's been part of our success with internal staff being behind products, and customers being able to speak directly to us."

WeldWerks recently made a change that modifies the way it sends beer home with customers, building on the other point to which Fisher credits his success: consistent quality.

The brewery is following a lead credited to Longmont's Oscar Blues Brewery. It has replaced the takeaway beer glass growler with a 32-ounce, machine-sealed, aluminum can takeaway — otherwise known as a crowler.

Problems WeldWerks and other brewers have had with growlers stem from the sometimes less-than-sanitized return containers. Refilling them easily contaminated the fresh brew.

Crowlers, on the other hand, are sealed on-site, making sure the beer isn't exposed to oxygen or light before

it's cracked open. The process assures that customers will have a consistently good carbonated drink, minus off flavors.

Being able to pre-fill the crowlers also helps staff stay focused on in-house customers. With sales and customers continuing to increase, employees have their hands full with onsite demands, including keeping up with the new beers that are released at least once a week.

The brewery keeps about 10 beers on tap and year-round serves up three styles: Juicy Bits, a New England IPA; Puesta del Sol, a Vienna lager; and Hefeweizen, a wheat beer.

"We've always been committed to quality," Fisher said. "We've dumped about five to six batches — 15 barrels that cost thousands in ingredients much less retail value — because they didn't meet our standards."

The benefit of sticking to the commitment is that people know the brewery's value, he added. "We delay releases and make sure our best beers go out to even really small festivals."

WeldWerks opened in 2015 with just under 600 barrels and is closing out 2016 with just under 2,000.

"We've grown 300 percent from last year to this year," Fisher said. "We can scale our own growth now, so we're focusing on infrastructure systems to be ready to jump to 5,000 barrels and launch into retail liquor stores."

Because of the reinvestment plan, he expects 2017 growth to level out at 40 percent to 100 percent.

With a future that looks good, Fisher tips his hat to all the successful breweries that have laid the groundwork. "We've really built on that background. You'd be hard-pressed to find a better beer culture than in Colorado," he said.

NEWS&NOTES

Hospital execs join board Of NoCo Economic Alliance

Kevin Unger, president and chief executive of Poudre Valley Hospital and Medical Center of the Rockies, and Margo Karsten, CEO of Northern Colorado Banner Health, have joined the board of the Northern Colorado Economic Alliance. Both executives have long-term ties to Northern Colorado.

Unger received his undergraduate and doctorate degrees from Colorado State University. He joined Poudre Valley Hospital in 2001 and was named president and CEO of both Poudre Valley Hospital and Medical Center of the Rockies in 2005. He has received multiple awards both individually and on behalf of the hospital, including the Malcolm Baldrige National Quality Award and the Robert S. Hudgens Young Healthcare Executive of the Year.

Karsten also received her doctorate from CSU. She previously served as the president and CEO of Poudre Valley Hospital and Poudre Valley Health System for more than eight years. She joined Northern Colorado Banner Health as CEO in September.

The nonprofit Northern Colorado Economic Alliance is an economic-development organization focused on primary-industry attraction and improvement of the region's economic infrastructure to generate jobs and economic vitality.

It is a privately funded organization working in collaboration with regional businesses, local governments, workforce development groups, realtors, chambers of commerce and nonprofit business leaders.

Unger and Karsten join a group of business executives from Weld and Larimer counties that serve on the board, including Alison Larsen-Rogers, Tom Gendron, Mark Driscoll, John Pawlikowski, Troy McWhinney, Roger Knoph, Ed Holloway, Royal Lovell, Charlie Monfort and board chairman Scott Ehrlich.

Weld OKs new regs for oil, gas development

The oil and gas industry gained a major boost from the Weld County Commissioners as it relates to siting new projects. The commissioners unanimously adopted new rules that are much more lax than those first proposed last winter.

Changes include no longer requiring public hearings on any new projects, as well as doing away with requiring companies to get landowners to sign off on their plans.

CU researcher: Weld quakes could get worse

One day after an earthquake east of Greeley that registered 3.1 on the Richter scale, a researcher at the University of Colorado said she believes there could be plenty more to come.

CU professor Anne Sheehan said the Nov. 6 quake was centered within a mile of two in 2014 that were found to be associated with an oil-and-gas-industry wastewater disposal well.

Sheehan said the pattern of seismic activity east of Greeley in the past couple of years indicates that the area could well see a magnitude 4 quake hit at some point, although she doesn't expect to see a 5.0 such as the one that hit in Oklahoma in early November.

Business input critical for workforce education

I was fortunate to be a delegate for the Colorado Succeeds Biz-Cares Summit in September to Washington, D.C. The goal of the summit was to create a platform for business organizations from across the state to network, learn and to translate our knowledge, passion and relationships into impact in our community.

The broad summit agenda included discussions on improving Colorado's talent pipeline and national and international leaders in education sharing strategies for getting there.



GREELEY VOICE
SARAH
MACQUIDDY

The kickoff session was the presentation from the Swiss ambassador Martin Dahinden and Simon Marti, Ph.D., office of Science, Technology and Higher Education on Swiss Vocational Education and Training. Nearly two-thirds of all students in Switzerland opt into the program. A real program motivator is the ability to earn an income while learning, and the ability to select from more than 250 different apprenticeship programs.

The Swiss model creates a real sense of relevancy, and engages the students through a three- or four-day work week based at a company, and one to two days in classroom instruction. Given the roughly 90 percent graduation rate, that is impressive. I know that our Greeley-Evans School District 6/Mayor's Workforce initiative puts us well on our way to seeing more and more internships developed. Imagine what we'll look like when we have more than 30 percent of businesses participating!

We had in-depth discussions surrounding the implementation of the new federal law, Every Student Succeeds Act (ESSA), that pushes the key decisions about the future of Colorado's education system to the state level.

ESSA was signed into law with bipartisan support in December 2015, replacing much of No Child Left Behind, that set important expectations around schools making progress with all groups of students, not just some. Over time, parts of NCLB became outdated and unworkable. This new law returns a great deal of decision-making to individual states. This means Colorado has the opportunity to make smart decisions related to funding, innovation and accountability.

Some of the important decisions to be made include:

- Deciding how federal funds are distributed to Colorado schools.
- Deciding which factors the state should use to evaluate school performance.
- Developing a plan to deal with perpetually under-performing schools.
- Determining the level of transparency for school and district performance.
- Setting the standards students are expected to reach at the end of each grade level.

The new federal ESSA allows states to add a non-academic factor to the states' accountability, allowing the states to better reflect the full picture of school performance in their rating system. The new factor will be in addition to the current accountability factors relating to Reading, Math, Science, Social Studies SAT/ACT, and two and four-year college enrollment. Additional measures in the accountability system include academic achievement, high-school graduation rates, English-language proficiency and other indicators of school quality.

The business community has been asked to weigh in on some of the options for non-academic indicators, such as surveys on parent/teacher satisfaction, student growth indicators, and growth of high- and low-performing students. Students in post-secondary might consider apprenticeships/internship completion, foreign-language certification or completion of advanced coursework (AP/IB).

Under the new regulations, a 20-member committee will be appointed and submitted to the State Board of Education by March 6, 2017. This committee will determine how Colorado should run its schools under the new regulations. The business community is at the table and has supplied suggestions for improvements in many areas, including standards, assessments, accountability, data transparency and public reporting, and funding.

The Greeley Chamber of Commerce sees its partnership with Greeley-Evans School District 6 as critical to our economic success. We will continue to work through the Community Council on Education to educate our business community on the important role they have in supporting career ready students and being at the table with a voice in what the future of education looks like for our students.

Sarah MacQuiddy is president of the Greeley Chamber of Commerce. She can be reached at sarah@greeleychamber.com.

Locally owned, community focused.



Can bankers hundreds of miles away really understand your financial needs? At locally owned and operated FMS Bank, all decisions are made right here by people who know you and share your commitment to the community. We're simply more responsive, more collaborative and more willing to say yes.

Small enough to care. Big enough to deliver. That's just part of FMS Bank's local, simplified approach to community banking. Find out more by calling us or stopping by today.

Banking made simple.

2425 35th Avenue | Greeley, CO 80634 | 970-673-4501 | www.fmsbank.com
520 Sherman St | Fort Morgan, CO 80701 | 970-867-3319



NORTHERN COLORADO'S LEADING SIGN MANUFACTURER



DAVINCI
SIGN SYSTEMS, INC.

the art and science of identification

970.203.9292

4496 BENTS DRIVE, WINDSOR, CO 80550



WWW.DAVINCISIGN.COM



BIZWEST FILE PHOTO

Whither energy?

What a Trump administration will mean for renewables, fossil fuels

By Dallas Heltzell
news@bizwest.com

A month after a stunning U.S. presidential election, the sky has yet to fall for renewable energy, and confidence is increasing for the coal, oil and gas sectors.

The victory of Donald Trump—the Republican presidential nominee who has tweeted that he believes global warming is a hoax created by China and lost a two-year legal battle last summer to cancel an offshore wind project near a golf course he owns in Scotland—sent green-energy stocks reeling the day after the polls closed, while share prices for many coal, oil and gas firms soared.

Shares of Vestas Wind Systems —

the Denmark-based company that manufactures wind turbines, blades and nacelles at plants in Windsor, Brighton and Pueblo that employ about 4,000 Coloradans — dropped about 10 percent on Nov. 9, while First Solar, the nation's largest maker of solar panels, took a 6.5 percent hit by midmorning and SunPower stock fell about 18 percent. Meanwhile, Peabody Energy, the nation's largest coal company, saw its shares jump more than 50 percent despite its ongoing bankruptcy proceedings.

But as the dust settled, renewable-energy proponents took a brighter view.

Morten Dyrholm, Vestas' senior vice president for marketing, communications and public affairs, said

“Polls show that almost 80 percent of Trump supporters want more wind farms built in the United States.”

Vestas Wind Systems,
in a post-election statement

the planned phase-out of the federal wind-production tax credit wouldn't be altered under Trump. The current tax credit already has been approved, he said in an interview with industry newsletter Recharge, “and it's not something that a president, whoever's elected, can reverse. We're on a stable

track at least until 2020. After that, let's see what happens.

“I think if you look at the underlying fundamentals, the cost of wind in the U.S. is extremely competitive,” Dyrholm said.

“Polls show that almost 80 percent of Trump supporters want more wind farms built in the United States,” Vestas said in a statement after the election. “What's more, wind energy's natural competitiveness against other power generation sources will help ensure its solid future. Wind energy supports nearly 88,000 jobs in the United States, including 21,000 in domestic manufacturing.”

That's enough to persuade even conservatives such as U.S. Sen. Charles

Please see **Energy**, page 11A



COURTESY VESTAS WIND SYSTEMS

Trump, from 10A

Grassley, R-Iowa, who pledged in a late August interview with Yahoo! News to protect the wind tax credit.

"If he wants to do away with it, he'll have to get a bill through Congress," Grassley said, "and he'll do it over my dead body."

According to the American Wind Energy Association, more than 80 percent of all wind farms are in Republican congressional districts. Noting Trump's victory-speech pledge that "we're going to rebuild our infra-

structure, which will become, by the way, second to none, and we will put millions of our people to work as we rebuild it," AWEA called wind power "some of the best infrastructure America has ever built, and we are on track to doubling it from today's levels by 2020."

According to an estimate by Bloomberg Intelligence, about 41.3 percent of Vestas' 2015 revenue last year came from the Americas. "The U.S. is not the only market in the world," noted Vestas chairman Bert Nordberg, "but

"If he wants to do away with it, he'll have to get a bill through Congress, and he'll do it over my dead body."

U.S. Sen. Charles Grassley, R-Iowa

it's important for us."

Long-term commitments and contracts for projects abroad also are

bolstering the solar-power industry, whose 30 percent investment tax credit phases out by 2023.

The Boulder-based subsidiary of Germany's juwi group began work this year on 90 megawatts of solar photovoltaics in Colorado. It signed a 25-year power purchase agreement with Tri-State Generation and Transmission for a 37.8-megawatt, 300-acre solar farm in Las Animas County, concluded a deal to sell its 36.3-megawatt Larimer Solar Energy Center to PSEG Solar Source,

Please see **Energy**, page 12A



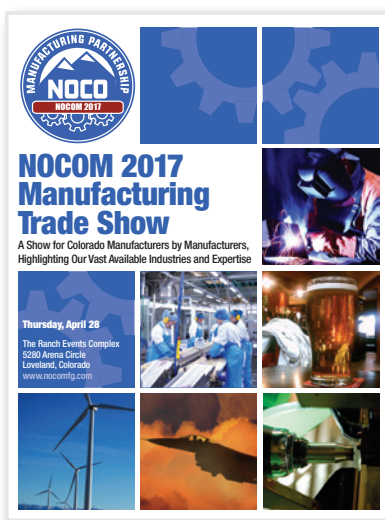
BIZWEST FILE PHOTO, MARCH 2014

Synergy Resources Corp. worker Loren Williams operates robotic equipment in a "dog house," the main control room for a drilling rig.



JOEL BLOCKER FOR BIZWEST

Blade technicians with Vestas Wind Systems lay fiber material in a shell of a wind turbine blade in 2015.



NOCOM

SAVE THE DATE!

Thursday, April 27, 2017 • 9 am to 5 pm

First National Bank Building | The Ranch
Larimer County Fairgrounds
5280 Arena Circle, Loveland, CO



**3rd Annual Northern Colorado
Manufacturing Trade Show**
Colorado Manufacturing
Building Strength Today.
Innovating for Tomorrow.

Sponsorship & Exhibitors Registration Now Open

OVER 100 EXHIBITORS

- Spotlight presentations
- Speaker hall featuring industry leaders
- B2B lounge

Kick-Off Breakfast

7:30 - 9:00 am - Budweiser Event Center

EKS&H
AUDIT | TAX | CONSULTING

F&P Flood and Peterson
First National Bank

Aerotek
The People Power Company

For exhibitor and attendee registration
WWW.NOCOMFG.COM

Energy, from 11A

and finalized another long-term pact with the Sedalia-based Intermountain Rural Electric Association for its 15.9-megawatt Victory Solar farm.

An employee of Louisville-based RGS Energy who asked not to be named noted that solar installers should continue to do well in “whatever states are friendly toward solar and accept net metering.”

“The states that are installing are still on track and on pace. We really haven’t slowed down,” he said. “Colorado’s doing fine.”

“The federal tax credit got extended, and nobody can do anything about that. That will help.”

Colorado voters in 2004 passed the nation’s first renewable-energy standard, requiring providers of electricity to obtain a minimum percentage of their power from renewable-energy sources. State Senate Bill 252, passed in 2013, requires energy cooperatives to generate 20 percent of their electricity from renewables.

A presidential election can’t change that, noted Frank Prager, vice president for policy and federal affairs at Xcel Energy.

“Regardless of the outcome of the election, Xcel Energy will continue pursuing energy and environmental strategies that appeal to policymakers across the political spectrum because we are focused on renewable and other infrastructure projects that will reduce carbon dioxide emissions without increasing prices or sacrificing reliability,” Prager said in a prepared statement. “We look forward to working with the new administration, policymakers at all levels of government and other stakeholders to develop and implement energy policies that benefit our customers, our business and our communities.”

The quest for cost savings also shouldn’t be a partisan issue,” added Howard Geller, executive director of the Boulder-based Southwest Energy Efficiency Project (SWEET).

“I think the outlook continues to remain strong for improved energy efficiency because, first and foremost, it’s cost effective to improve it in homes and businesses,” Geller said. “Technology such as LED lamps, better insulation, more efficient appliances and smart thermostats save energy and provide utility bill savings that far exceed the cost of the measures. So these technologies are apolitical. They work whether it’s a Republican or Democratic president.”

“The initiatives to educate consumers and, in some cases, provide financial incentives are primarily funded by state and local governments and utility companies. Those are growing in magnitude, and we expect they will continue to grow.”

Even though federal support for efficiency goals may decline under a

“We’re very optimistic the new administration will be more supportive of our industry than the outgoing one.”

Dan Haley, president and CEO of the Colorado Oil & Gas Association

Trump administration that is more hostile to federal standards, Geller said, “I expect fed funding for research and development of new energy-efficiency technologies, low-income home weatherization and state energy programs will continue, given the bipartisan support for these initiatives.”

“No one knows yet what sort of budget levels there will be for Department of Energy programs, but I know there’s broad support—red states and blue states.”

However, the carbon emissions policy contained in the Obama administration’s proposed Clean Power Plan is likely to be a target of the new administration, especially given Trump’s Oct. 31 pledge to “cancel all wasteful climate-change spending.” The plan announced last year by the federal Environmental Protection Agency

would require the U.S. power sector to cut carbon dioxide emissions by 32 percent in 2030 from 2005 levels.

Blasting the Interior Department’s cancellation in November of 25 of 65 leases in western Colo-

rado, David Ludlam, executive director of the West Slope Colorado Oil and Gas Association, told UPI the election result “broadens the range of possible responses our industry may have in relation to this unprecedented breach of contract.”

Dan Haley, president and CEO of the Colorado Oil & Gas Association, expressed optimism about a Trump administration’s approach to fossil fuels, a critical issue for Weld County, which produces about 90 percent of the state’s oil and about more than one-third of its gas.

“We’re very optimistic the new administration will be more supportive of our industry than the outgoing one,” Haley said. “We’re hopeful this is an opportunity to produce more of own energy and utilize more clean-burning natural gas in an effort to reduce emissions.”

“Also, our friends and allies desperately want to buy our natural gas, and I think we’ll see an increase in energy exports under the Trump administration. For states like Colorado, that hopefully means that one day soon we’ll be sending more of the energy produced here to meet the growing demand for energy in Asia through important projects such as Jordan Cove.”

While his focus is on fossil fuels, Trump did indicate that some energy-policy decisions would remain in state hands. That has brought some hope to the renewable-energy sector.

Despite the initial post-election anxiety, said Blake Jones, founder of Boulder-based Namaste Solar, in an interview with Colorado Public Radio, “over time I think as the dust settled, as we thought about things, as we read different perspectives ... for solar and renewables, I’m quite optimistic.”

The clock ticks

PUC accepts Boulder's municipalization application, starting clock on decision

Joshua Lindenstien

jlindenstien@bizwest.com

BOULDER — The Colorado Public Utilities Commission on has mailed out a written decision deeming complete the city of Boulder's amended application to create a municipal electric utility.

The PUC had informally deemed the application complete at its Nov. 9 meeting. But the written filing officially starts the clock ticking on the timeframe by which the PUC is required by law to render a decision whether to approve or deny Boulder's application.

The filing is largely procedural, but "obviously it's good news because that means the commission is ready to consider the merits of our application," city of Boulder spokeswoman Sarah Huntley said.

Boulder has been working for years on splitting off from Xcel Energy as the city's electricity provider and creating its own utility. The city plans to acquire the Xcel assets necessary for running that utility through the power of eminent domain. But before the city can file for a condemnation proceeding in Boulder County District Court that would determine the price Boulder must pay Xcel, the city first must gain approval of its separation plan from the PUC to ensure safety and reliability of service amid the split.

The city first filed its PUC application in July of last year, but the PUC struck down a portion of that proposal and also noted that the city's technical and engineering analysis was insufficient for the commissioners to rule on the application. The city was, however, given the opportunity to return with a revised application rather than starting the whole process over.

The city filed its revised application in September of this year with more detailed plans about how Boulder intends to separate its system from Xcel's.

The PUC essentially now has 210 days from the date of the decision to rule on the application. But the PUC can extend that time window to as many as 300 days, so long as the city is granted a hearing to make a case why no such extension should be granted.

The 210-day window expires June 15, 2017. City of Boulder officials in recent weeks had made a request to the PUC offering to waive the city's right to an extension hearing as long as the PUC promised a ruling by Aug. 7. The PUC, as part of its acceptance of the Boulder supplemental application, has denied that request. In doing so, the PUC said it acknowledges Boulder's preferred deadline of Aug. 7, 2017, but that if Boulder chooses to waive its right to a hearing about a timeline



CHRISTOPHER WOOD / BIZWEST

Xcel Energy's substation near 75th Street and Lookout Road.

extension, the PUC makes no promises about a hard decision date.

Boulder's currently proposed procedural schedule for its case does not allow time for a decision within the 210-day timeframe, the commissioners wrote. That leaves the city two options with regard to timing. Boulder can either waive the right to a timeline-extension hearing and hope for the best as far as a decision by Aug. 7, or the city could work with Xcel and other parties to the case to file a revised proposed procedural schedule no later than Dec. 6 that would allow the PUC time to render a decision within the 210-day window.

The Aug. 7 deadline is important to the city as it relates to its condemnation proceeding, which is expected to last well into 2018. The city's municipalization efforts so far have been funded primarily by a voter-approved utility occupation tax. That tax expires at the end of 2017. If the city wants to ask voters for an extension of the tax to help fund the condemnation proceedings into 2018, it would have to place an issue on the ballot by the end of August. If the PUC denies Boulder's separation application, the issue likely becomes a moot point because the city couldn't file for condemnation anyway. But if the PUC were to approve

"Obviously it's good news because that means the commission is ready to consider the merits of our application."

Sarah Huntley, spokeswoman
City of Boulder

Boulder's application and do so past Aug. 7, there's no guarantee that the city could get a measure placed on the ballot in time for the November election.

In addition to utility-occupation-tax extension measures, there could be ballot measures related to a possible settlement with Xcel or some yet-to-be-determined citizen-initiated ballot measures related to the city's municipalization efforts.

"We want to make sure we're in a position to give voters as much information as we possibly can," Huntley said of the timeline for a PUC decision.

Huntley noted that the city wouldn't necessarily need an extension of the utility occupation tax to fund condemnation proceedings that spill over into 2018. She said city staff will assess over the next sev-

eral months what alternative funding mechanisms might be available to support those efforts and whether such a UOT-extension ballot measure is necessary.

"That's one of the things we're analyzing," she said.

The city, of course, is also still in negotiations with Xcel on a settlement that would see Boulder drop its municipalization plans and keep Xcel as the electricity provider for the city's residents and businesses. Boulder's motives in creating a municipal utility have been to supply the city with electricity sourced from a greater mix of renewable energy faster and less expensively than it contends Xcel can do. But Xcel officials have argued all along that the city could better achieve its renewable-energy goals by sticking with the company.

"I would characterize the negotiations as ongoing, with good intentions by both sides," Huntley said.

As part of the PUC's written decision, the governing body also required that the city of Boulder mail notice to potential customers of a city-run utility by Dec. 9 that the PUC is now evaluating the city's amended application. Parties wishing to intervene in the case have until Dec. 30 to do so with the PUC.

BW WORKFORCE & EDUCATION

Companies, schools embrace P-TECH training

Program offers pathway to STEM education, degrees for high-school students

By Jeff Thomas
news@bizwest.com

Beginning the new year, there will be 50 fresh-faced freshmen at Longmont's Skyline High School facing a new direction in education, as they begin their pursuit of an associate's degree in computer science. And while that may seem formidable, participation in one of the state's first P-TECH — Pathways in Technology Early College High School — programs isn't attracting only the overachievers.

"It's hard to say these kids would not have been college track — we have some kids who are very high flyers," said Assistant Principal Greg Stephens. However, he said 76 percent of the students would be the first generation in their family to go to college, and 65 percent of them would qualify as socio-economically challenged.

But thanks to their corporate sponsor, IBM Corp., and Front Range Community College, these 50 young people may not need to mortgage their futures to attend college. They are assured a paid internship at IBM before their senior year in high school and also assured of going to the front of the company's interview list after graduation.

Brandon Shaffer, who directs the school's P-TECH program, said there is a framework for the program, which is rapidly gaining acceptance around the nation, but the corporate sponsor and the college work with the high schools in determining the coursework. IBM was looking to promote programming in this case, but at Northglenn High School's P-TECH program, the corporate sponsor, Broomfield-based Level 3 Communications, is asking students to work for a more general associate's degree in STEM — Science, Technology, Engineering and Math.

"I call this 'Education Reform 2.0.' It's really about changing the way we teach kids in the classroom," Shaffer said. "We bring in industry partners to make it relevant, bring in colleges to show them what it's like to take a college course."

Colorado Succeeds, a consortium of leading Colorado businesses working to effect changes in education, played a major role of bringing the program to Colorado, which required legislation, House Bill 15-1270, that was signed into law in May 2015. Jamie Trafficanda, the manager of communications and programs at Colorado Succeeds, credited then House Majority Leader Crisanta Duran, D-Denver, for leading the legislative effort, and



JONATHAN CASTERN FOR BIZWEST

Skyline biology teacher Jay Hite works with student Steven Hanff during a quiz on cells.

What is P-TECH?

Pathways in Technology Early College High School allows commercial partners — such as IBM and Level III Communications in Colorado — a voice in training that allows students to earn a high school diploma, as well as a no-cost Associates of Applied Science degree from a participating community college.

This program includes significant internship and mentorship opportunities with the commercial partners. Students enroll in 9th grade and complete the program in four to six years.

Ray Johnson, IBM's manager of corporate citizenship & corporate affairs, for not only supporting the state effort, but also for championing the program across the nation.

"The model just makes a lot of sense — bridging high school, college and the workplace," Trafficanda said. "From our perspective, representing the business community, that's what we do as an organization: We tear down the walls between business and education."

For instance, another state program Colorado Succeeds has promoted, the Incentive for Industry Credentials, will reward a school district up to \$1,000 for each student who passes the AP accreditation for computer science. A similar Florida program saw 45,000 such students last year, up from

4,500 the previous, first, year.

Though carrying the P-TECH banner around the nation, Johnson is also working at the ground level, serving as the coordinator, and as one of the mentors for the Skyline program.

"We're lucky to have IBM as a partner; they were really the originators of this model," said Skyline principal Heidi Ringer, noting that the school came across the program while working with a federal "Race to the Top" educational grant. "Because of our strong relationship with IBM, they've brought us into the P-TECH model, and you just cannot say enough about how much Ray Johnson has done for us."

Northglenn High has already had one class of 32 students start the program this semester, said Principal Sharee Blunt, and the school expects to double participation next year. Though the school has a different corporate sponsor, the first class offered by the collegiate sponsor, Front Range, is the same as the one Skyline students will take: Computer Information Systems.

"As soon as they passed the bill last year, we were approached by some of our industry partners, and we submitted our application Dec. 1 (2015)," Blunt said. There are currently only three districts participating in the state, Adams 12 with Northglenn, St. Vrain Valley with Skyline and the James Irwin Charter School in Colorado Springs.

Northglenn and Skyline share some common student demographics, including students for whom English is a second language, but the participation in P-TECH is a little different here, said Kellie Lauth, the principal for STEM Launch in Adams 12.

"Within our program, 100 percent are first-generation college, or under-represented in STEM (backgrounds)," Lauth said. "More than half, 56 percent, are girls, and over half are English-language minors."

The district took exceptional care to monitor the first P-TECH class — as they were not only starting a college course, but also starting their first semester in high school — and had the students in a mini-summer camp to help with the adjustment. While graduation rates for P-TECH, which has been in some parts of the country for more than five years, aren't available, some studies indicate that graduation rates for students involved in similar programs increase dramatically.

"Our feedback from the kids has been very positive, and the partnership with the mentors has played a really key role," Blunt said. In fact, she said, the students recently took a field trip to Front Range to register for their second class and get their student IDs updated.

"They love wearing their college IDs around here," she said.

At Skyline, Ringer noted that the Skyline district has been involved with various pathway studies, such as STEM-focused curriculum for more than a decade. Patty Quinones, the executive director of innovation for the district, was also a major proponent of the legislative effort for P-TECH.

However, Shaffer noted that the P-TECH program brings a different sense of culture than other focus pathways. He said that the recruitment meeting this year for 8th-graders looking at the program was more than double that of last year.

"It's very collaborative, and it's really taken on a life of its own," he said. "Now that it has some air under its wings, it will be self-sustaining."

Stephens said the program not only bridges the gaps between school, the workplace and academia, but also appears to create more buy in from the students' families.

"We had one father at a recruiting event, who had taken some computer programming in Mexico, and he realized he was only a few credits short of a degree from Front Range," Stephens said. "Now the father is finishing his degree in CS at Front Range (at the same time he child is also attending.)"

"This is not only changing the lives of our students; it's changing the lives of our families."

BWLIST

Colleges and Universities

Ranked by 2016 fall enrollment

Rank	Institution Phone/Fax	2016 Full-time Part-time	Undergraduates Grad. students MBA students	Full-time teaching staff Part-time teaching staff	Person in charge Title Year founded Website
1	Colorado State University 200 W. Lake St. Fort Collins, CO 80523 970-491-6211	31,943 ¹ 24,063 ¹ 7,880 ¹	24,433 ¹ 7,510 ¹ 1,003 ¹	1,470 ¹ 319 ¹	Anthony (Tony) Frank president 1870 www.colostate.edu
2	University of Colorado Boulder 565 UCB, University of Colorado Boulder Boulder, CO 80309 303-492-6893/303-492-4491	31,861 29,709 2,152	26,433 5,405 298	1,539 ¹ 776 ¹	Philip DiStefano chancellor 1876 www.colorado.edu
3	University of Northern Colorado 1862 10th Ave. Greeley, CO 80639 970-351-1890/970-351-3340	12,260 9,353 2,907	9,503 2,757 10	485 305	Kay Norton president 1889 www.unco.edu
4	Aims Community College 5401 W. 20th St. Greeley, CO 80634 970-330-8008/970-339-6202	5,643 2,009 3,634	5,643 0 0	108 236	Dr. Leah L. Bornstein president 1967 www.aims.edu
5	Front Range Community College 4616 S. Shields St. Fort Collins, CO 80526 970-226-2500	5,620 1,792 3,828	5,620 0 0	103 308	Andrew Dorsey president 1968 www.frontrange.edu
6	Front Range Community College 2190 Miller Drive Longmont, CO 80501 303-678-3722/303-678-3699	2,299 636 1,663	2,299 0 0	35 145	Andy Dorsey President 1968 www.frontrange.edu
7	IBMC College 3842 S. Mason St. Fort Collins, CO 80525 970-223-2669/970-223-2796	964 964 0	0 0 0	115 125	Diana Gunderson Vice President of Education 1987 www.ibmc.edu
8	Naropa University 2130 Arapahoe Ave. Boulder, CO 80302 303-444-0202/303-444-0410	922 719 203	373 549 0	49 101	Charles G. Lief president 1974 www.naropa.edu
9	CollegeAmerica 4601 S. Mason St. Fort Collins, CO 80525 970-631-4821/970-225-6059	128 128 0	118 5 0	5 15	1964 www.collegeamerica.edu

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties.
1 Did not respond, 2015 information.

Researched by BizWest

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

Thank You for Joining Us!

Turnout for the 2016 Turkey Trot reached a record high of more than 1,800 participants!

LOVELAND

2016

5K RUN

McKEE FOUNDATION

TURKEY TROT

Proceeds from this event will help McKee Medical Center expand and improve cardiac care for families in our community. In partnership with Banner Health, the new McKee Cardiac Intervention Laboratories will provide access to urgent cardiac services that will save lives.

Thank you for joining us on this journey to improve cardiac care at McKee.

Banner Health

McKee Medical Center Foundation

More than just a Number

There are many reasons Aims Community College is Your First Choice for higher education, and one of those reasons is that You are More than a Number!

We support and value student success with more than 160 degree and certificate programs at the most affordable tuition in northern Colorado. With four campuses, day and evening classes, extensive online course offerings and top-rated faculty, it's easy to see why Aims is your First Choice!

ENROLL TODAY!

50

Celebrate with us in 2017!

50 years of Aims. 1967 - 2017

Aims

COMMUNITY COLLEGE

WWW.AIMS.EDU

GREELEY | WINDSOR | LOVELAND | FORT LUPTON | ONLINE

Aims Community College is an EEO Employer and an equal opportunity educational institution.

BW LIST		Payroll Services Providers				
		Ranked by number of W-2s processed				
Rank	Company	Number of W-2s - 2015 Dollar volume processed - 2015	No. of Employees - Local Number of clients	Services	Phone/Fax Email Website	Person in Charge Title Year founded
1	TLC Employer Services 201 S. College Ave., Suite 215 Fort Collins, CO 80524	11,674 \$94,452,125	14 650	Payroll services, Affordable Care Act Tracker and extra tools to help clients retain employees and customers.	970-568-8613 info@mytlcteam.com www.mytlcteam.com	Kevin Welch president/CEO 2010
2	Henry, Waters & Associates Inc. 4740 Table Mesa Drive Boulder, CO 80305	2,600 \$12,000,000	12 240	Bookkeeping, accounting, payroll and tax preparation.	303-494-4050/303-494-6352 accountants@henrywaters.com www.HenryWaters.com	1978
3	First Priority Payroll 4730 S. College Ave., Suite 206 Fort Collins, CO 80525	1,200 \$0	2 115	Full-service payroll and tax.	970-204-9449/970-204-9669 firstprioritypayroll@fppnow.com www.firstprioritypayroll.com	Fred Martin president 2001
4	Framer & Associates CPA PC 501 Stover St. Fort Collins, CO 80524	550 \$2,100,000	550 50	Payroll, formal financial statements, employee benefits and certified QuickBooks adviser, health insurance and retirement plans.	970-419-3200/970-419-3201 mfrayercpa@yahoo.com www.framerandassociates.com	1990
5	Key2 Accounting/Payroll Vault 375 E. Horsetooth Road, Unit 2-101 Fort Collins, CO 80525	470 \$75,843	8 86	Payroll services, bookkeeping and tax preparation.	970-682-6600/970-616-6700 info@key2accounting.com www.key2accounting.com	Melissa Clary managing member 2012
6	James D. Pieper CPA MT 255 Weaver Park Road, Suite 201 Longmont, CO 80501	250 \$10,000,000	3 40	Bookkeeping, payroll & related tax, sales tax, business & individual income tax, estate tax, 1099's, tax planning & projection.	303-651-0771/303-651-2902 jeffrydpieper@gmail.com	Jeffry Pieper staff accountant/ manager 1977
7	Bates & Bishop CPA Inc. 234 Elder Drive Loveland, CO 80538	250 \$2,000,000	2 600	Tax planning and preparation: individual, partnership, LLC, corporations. All out-of-state returns, electronic filing, payroll services, business start-up consulting.	970-669-7400/720-889-9705 Michelle@bbcpa.pro www.bbcpa.pro	Carolyn Bishop owner 1985
8	Mueller & Associates CPA LLC 762 W. Eisenhower Blvd. Loveland, CO 80537	7 \$800,000	7 400	Oil and gas; business tax planning; QuickBooks setup, training and support; merger and acquisition; entity selection; tax elections; enterprise zone tax analysis; advanced philanthropic tax planning.	970-667-1070/970-667-1316 info@mueller-cpa.com www.mueller-cpa.com	Paul Mueller managing director 2008

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties.

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

Researched by BizWest



#1 Payroll Service Provider for a Reason.



Best Service.

Best Technology.

Best Value.



(970) 568-8613 • (303) 351-5771

Info@myTLCteam.com • www.myTLCteam.com

FULL SERVICE PAYROLL

PAPERLESS ONBOARDING

TIME CLOCK

H.R. & SCREENING

BENEFIT PORTAL

WALLET ELITE CLUB

ACA MONITOR

401K SSO ACCESS

19TH ANNUAL

NIGHTLIGHTS

REALITIES FOR CHILDREN CHARITIES × BRIGHTENING THE LIVES OF ABUSED CHILDREN



IS PROUD TO RECOGNIZE ITS
2016 NIGHTLIGHTS SPONSORS



GUARDIAN SPONSORS

Richardson Foundation

M&E PAINTING

PREMIER REGENERATIVE

EKS&H
AUDIT | TAX | CONSULTING

Heath construction

ANGEL SPONSORS

FLEXX productions

claypot CREATIVE

Z CATERING

blue FEDERAL CREDIT UNION

THE LIGHTCENTER

50TH ANNIVERSARY
The Women's Clinic of Northern Colorado

The Youth Clinic
caring for our future generations

frontier print center

First Presbyterian Church

MEDIA SPONSORS

iHeart MEDIA

LAMAR

REPORTER-HERALD
www.reporterherald.com

COLORADOAN

RMParent

TOWNSQUARE
POWERED BY A COMMUNITY CONNECTION

STYLE

Fifty & Better

BizWest
BRIDGED BY A COMMUNITY CONNECTION

HOT SPOTS

Help to brighten the life of a child

\$100 PER NIGHTLIGHT

To Donate and Sponsor a NightLight visit

GiveaNightLight.com

Send your checks to: Realities For Children Charities or Give Us a Call 970.484.9090

1610 South College Avenue, Fort Collins, CO 80525

Realities For Children Charities is a 501(c)(3) charitable organization. Donations are tax deductible.

BWLIST

Staffing Agencies

Ranked by number of employees

Rank	Company name	Employees in Larimer and Weld counties	Number of workers currently seeking local employment Number of Locations	Areas of specialization	Phone Website	Person in charge Title Year founded
1	Express Employment Professionals 2711 W. 10th St. Greeley, CO 80634	167	828 1	Full-time and temporary staffing and job placement, human-resource services and consulting.	970-353-8430 www.expresspros.com	Kathy Egan president 1971
2	Snelling Staffing Services 1015 W. Horsetooth Road, Suite 201 Fort Collins, CO 80526	80	180 1	Serving Northern Colorado with direct-hire, temp-to-hire, and temporary recruiting and staffing services for light industrial/manufacturing, administrative, medical/healthcare, engineering, and general operations positions.	970-225-9292 ftcollins.snelling.com	Trish Bowen-Banister franchisee/executive recruiter 1997
3	Employment Solutions 3600 Mitchell Drive Fort Collins, CO 80525	17	550 3	Industrial & manufacturing staffing services.	970-407-9675 www.employmentsolutions.com	Katherine Wagner majority owner 1994
4	Bolder Staffing (BSI) and Bolder Professional Placements (BP2) 350 Interlocken Blvd., Suite 106 Broomfield, CO 80021	10	4,654 1	Specializing in temporary, temp-to-hire, direct and contract hire for administrative, skilled labor, executive, management, engineering, IT and professional positions.	303-444-1445 www.bsihires.com	Jackie Osborn CEO 1992
5	Manpower 931 E. Harmony Road, Suite 5 Fort Collins, CO 80525	8	3,875 4	Manufacturing, health care, logistics, call centers, administrative.	970-226-0113 www.manpower.com	1968
6	Accountemps 3665 JFK Parkway, Suite 3165 Fort Collins, CO 80525		400 2	Accounting, finance, bookkeeping, audit, tax.	(970) 266-1616 www.accountemps.com	Eric Lea branch manager 1996

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties.

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

Researched by BizWest





Weekend Brunch starts at 10am
— featuring Bottomless Mimosas

Margarita Flights

Many gluten free menu items



LODO Denver
1201 16th Street Suite 104
16th Street Mall
720-550-8389

Old Town Fort Collins
201 S. College Ave
970-631-8076



blueagavegrillcolorado.com



What Snelling of NoCo can do for you:

- **Executive Search**
- **Temp-to-hire**
- **Direct-hire Placement**
- **Temporary/Contract Staffing**





(970) 225-9292
info@snellingco.com

BEST of Staffing
CLIENT SATISFACTION
2016

BEST of Staffing
TALENT SATISFACTION
2016

Locally owned and operated for over 20 years!



We've got you covered

Helping Wyoming businesses with reliable high speed Internet since 1994.

VISIONARY
Business Class Internet

(307) 687-9933 • WWW.VCN.COM





Commercial Printers

Ranked by number of employees

Rank	Company	Local employees	Presses: Kind (number of each)	Specialties	Phone Website	Person in charge Year founded
1	Circle Graphics 120 Ninth Ave. Longmont, CO 80501-4594	500	57 Grand Format digital printers (5 meter).	Grand Format, billboards, personalized wall decor.	303-532-2370 www.circlegraphicsonline.com	Andrew Cousin CEO 2000
2	The Greeley Publishing Co. 501 Eighth Ave. Greeley, CO 80631	71	Several presses utilized to produce customers custom orders.	Magazines.	970-352-0211 www.greeleytribune.com	Bryce Jacobson Publisher 1870
3	ICSO LLC 224 Commerce St., Unit 1 Broomfield, CO 80020	52	Offset, digital and gloss presses.	Newspapers, magazines, newsletters, brochures, free-standing inserts campaigns, direct mail, and email marketing.	303-777-1036 www.signatureoffset.com	Mark Heisler executive vice president 1967
4	Image and Print Services Inc.¹ 2525 Frontier Ave. Boulder, CO 80301	45	Komori 4 color, Heidelberg 4 color, Heidelberg 2 color, AB Dick 2 Color, Ryobi 2 Color, Xerox iGen4 Color with matte ink 14 x 26", Xerox 1000i, Xerox Nuvera, Xerox DocuTech, PUR Perfect binder	Quick printer covering the full spectrum of commercial printing and promotional items.	303-449-2760 www.IPScolorado.com	Sherri Bertrand; Jean-Michel Bertrand president/CEO 1974
5	Citizen Printing Inc. 1309 Webster Ave. Fort Collins, CO 80524	42	Digital and offset presses. One to multiple colors up to 28" x 42".	High-end projects, coatings, die cutting, kitting, inserts and folding.	970-482-2537 www.citizenprinting.com	David Shafer president/CEO 1906
6	D&K Printing Inc. 5637 Arapahoe Ave. Boulder, CO 80303	30	6 Color with Coater - Komori 5 Color with Coater - Heidelberg Konica Minolta - Digital, 2 Color - Hamada	Printing.	303-444-1123 www.dkprinting.com	Gary Bennett president 1964
7	AlphaGraphics of Northern Colorado 5803 Lockheed Ave. Loveland, CO 80538	23	Print, digital marketing, signs, banners and website.	Banners, signs, posters, large-format printing, brochures, flyers, newsletter printing, business cards, direct mail and fulfillment, letterhead and envelopes, invitations, manuals and booklets. Retail interior graphics packages (POP/POS/Wayfinding); museum quality photographic printing and conservation framing; experiential/environmental graphic displays; Fine art printing and framing.	970-223-6316 www.agnoco.com	Diane McIntosh owner 2006
8	GrafXGroup/Photo Craft Imaging 2901 55th St. Boulder, CO 80301	16	Large-format commercial printing. Flat-bed printing and CNC cutting. Displays, custom framing, large format photographic and fine art printing. Graphic installations. Murals, floor and window graphics		303-442-6410 www.pcigrafx.com	Jesse Diamond owner 1974
9	Signs First 2986 29th St., Suite 8 Greeley, CO 80631	12	Roland soljet 640 XR, (1), Roland SE 540 02 (1),	Banners, custom signage, business cards, promotional items, custom apparel.	970-339-5859 www.signsfirstgreeley.com	Kathy Maine owner 1994
10	Print Experts 5345 Arapahoe Road, Suite 2 Boulder, CO 80303	12	(8) Digital Presses (1) Offset press	Print & mail solutions, marketing & sales collateral, signs & banners, direct mail, business forms & stationery, training materials, pickup & delivery service.	303-448-1111 www.myprintexperts.com	David Mikelsons store manager 1997
11	Morrell Printing Solutions 990 S. Public Road, Unit C Lafayette, CO 80026-2346	10	1 Heidelberg Speedmaster 2 color perfector, 1 Heidelber Quickmaster 2 color, iGen 150, Xerox Colorpress 1000, Xerox Nuevera 120EA. 3 letterpresses.	Enhanced digital print capabilities with Gold, Silver, white and spot clear ink. In-house die cutting and perfect binding.	303-665-4210 www.morrellprinting.com	Jim Morrell manager 1975
12	Eight Days A Week 840 Pearl St. Boulder, CO 80302	10	Canon digital production presses, Canon workstation, HP large-format roll printers, Epson scanning, Go!Scan 3D and HDI Blitz Structured Light Scanners, MakerBot Replicator 2X.	Brochures, flyers, mailers, business cards, booklet making, trade show displays, banners and signage, laser-cut graphics, mounting & laminating, scanning, giclée art prints, 3D scanning and printing.	303-443-7671 www.8days.com	Cheryl Sussman; Sam Sussman vp; owners 1976
13	Ron's Printing Center 420 Main St. Longmont, CO 80501	7	AB Dick 9870 2-Color Canon ImagePress C-10000 Canon ImagePress C-800 Oce 135	High-speed, full-color digital printing for business, commercial and personal printing.	303-772-2510 www.ronsprinting.com	Ron Cheyney president 1978
14	Frontier Print Center 1400 Webster Ave. Fort Collins, CO 80524	7	Xerox (3), Heidelberg (2), iJet envelope printer.	Digital printing, embroidery and ad specialties.	970-484-2950 www.frontierprintcenter.com	Steve Beddoe; Doug Iszler 1982
15	Coren Printing Inc. 631 Birch St., Suite A Windsor, CO 80550	6	Commercial printing, offset presses, digital presses, full bindery department and wide format equipment.	in-house thermography, graphic design, typesetting and layout, forms, wedding, social and advertising specialty products and large format printing - banners, decals and signage.	970-686-9631 www.corenprintinginc.com	Karen Kunz president 1978
16	Minuteman Press Boulder 1644 Conestoga St., Suite 4 Boulder, CO 80301	5	Black and white and full-color copies. Full-service commercial design, printing, bindery and mailing center utilizing all forms of media.	Black and white and full-color copies. Full-service commercial design, printing, bindery and mailing center utilizing all forms of media.	303-449-2997 www.mpboulder.com	George Sawicki; Susan Sawicki owner 1990
17	Reprographics Inc. 2600 Canton Court, Suite E Fort Collins, CO 80525	4	HP Large Format Inkjet (2), Oce Plotwave 900 (1), Oce ColorWave 500 (1), Xerox 700 Digital Press (1), Xerox 4112 (1)	Digital blueprinting, large- & small-format digital printing, Large-format scanning, laminating, mounting, trade-show graphics, posters and signs, banners, copies, flyers, banner stands, art prints.	970-224-9999 www.reprofortcollins.com	Ken Connor; Ori Connor; Curtis Mettlen Owner; Owner; General Manager 1976
18	Business Card Factory of Colorado 1608 Riverside Ave. Fort Collins, CO 80524	4	Digital presses (4).	Booklets, spiral and marketing materials. Graphic design, direct-mail, brochures, postcards.	970-493-3401 www.bizcardcolorado.com	Bert McCaffrey president 2005
19	Print It LLC 154 W. Mountain Ave. Fort Collins, CO 80524	4	offset presses	One/two color offset printing.	970-221-5444 www.printitllc.com	Briana Fischer owner/partner 2008
20	Dynamic Designs Printing 101 Pratt St., Suite B Longmont, CO 80501-6125	2	Offset and digital printing.	Promotional products.	303-772-4844 www.ddprints.com	Rich Crist 1992
21	High Impact Signs and Graphics 1546 Taurus Court Loveland, CO 80537	2	Fte	Signs, custom printing, banners.	970-278-9980 www.highimpact-signs.com	Dave Belli Owner 2005
22	Tree Free Hemp 1151 Eagle Drive, #324 Loveland, CO 80537	2	Print digitally on the iGen and offer offset, letter press, silkscreen, DTG and laser etching.	Tree Free Hemp paper and eco-paper options. Business cards, posters, flyers, brochures, greeting cards, calendars, booklets, book markers, event tickets, and more.	970-581-5049 www.treefreehemp.com	Morris Beegle founder 2013
23	Smith Sign Studio P.O. Box 2385 Estes Park, CO 80517	1	Thermal short-run printing only on self-adhesive decals and similar substrates.	Custom design and consultation.	970-586-4546 www.smithsignstudio.com	Kent Smith CEO 1928
24	Lantaff & Associates Print Management 1615 Sicily Drive Longmont, CO 80503-4095	1	Commercial offset printing, Xerox iGen150 Digital, Mann Roland, Heidelberg, complete design, print, and mailing services.	Full-color offset and digital printing. Specialty advertising and marketing products.	303-827-3304 www.lantaffprintmgmt.com	Robert Lantaff owner 1985
25	Discount Attention Getters LLC 4604 County Road 37 Fort Lupton, CO 80621-7706	1	RISO RP3790	Also sells promotional products.	303-536-4565 www.discountattentiongetters.com	Bowen Hyma owner 1992

Regions surveyed include Boulder, Broomfield, Larimer and Weld counties.
Secondary ranking criteria is year founded.
¹ Formerly Colt Print Services Inc.

Researched by BizWest

AN ADVERTISING FEATURE OF BIZWEST



BW

Thought Leaders

BUSINESS ANSWERS TO PRESSING B2B MATTERS

TECHNOLOGY

5 Tips to Help Your Business Close Out 2016.

Closeout 2016 right and prepare for 2017 with these tips for your business:

Download metrics. Run reports on Google Analytics and your point of sale system to spot trends and identify goals you'd like to capitalize on this next year.

Make charitable contributions. Tax code is sure to change in 2017. Check with your CPA to see if it might benefit you to maximize your 2016 donations.

Pay 2017 expenses in advance. Use some of your extra cash to pay things like rent, travel, and conference fees now so you can decrease your tax liability for 2016.

Plan your first campaign of 2017. Even if you only outline an idea, set the groundwork for your first marketing push of the year.

Update security features. One credit card breach can take down your business. Make sure all software is up-to-date and EMV compliant.



Ken Salazar
President & CEO
SilverEdge

Ken Salazar
President and CEO, SilverEdge
4065 Saint Cloud Drive, Loveland
970-685-3175
ksalazar@gosilveredge.com
www.GoSilverEdge.com



MARKETING

Showcase your industry expertise with Thought Leaders monthly feature

Here's How It Works

- You choose a question that is pertinent to BizWest readers
- You answer the question in the form of a column
- Your photo, logo and contact information appears in the ad
- Limit of six advertisers (two pages running in different issues each month)

Over 72% of our readers are in top management positions and make corporate decisions using BizWest special supplements and directories to make those decisions. Your advertising message will be seen by hundreds of potential customers, all of whom have the influence to use your products or services. Your investment with an annual agreement also gets you TWO FREE Half-page ads with color that will appear on the bottom half of the page. In addition your message will be featured in a text box ad twice in a two week period in a Business Report Daily e-newsletter. Over 10,000 readers subscribe to the Business Report Daily. Users will click on the headline and go to a landing page that shows the entire full page ad. Then they can click



Sandy Powell
BizWest

BizWest
BOULDER VALLEY • NORTHERN COLORADO

1790 30th St., Suite 300
Boulder, CO 80301
303-440-4950

1550 E. Harmony Road, 2nd floor
Fort Collins, CO 80527
970-232-3144
spowell@bizwestmedia.com

INSURANCE

Craft Brewery Safety

With the continued growth in the craft brewery industry, it is critical that a increased focus is placed on safety and the development of a safety culture. Recently, there has been an increased presence from OSHA in setting and enforcing new safety and health requirements in all industries; the craft brewery industry is not an exception. There are several key elements that a brewery can include in their safety program to improve or enhance their overall safety culture. Below are a few examples to help protect yourself and your employees:

- **Personal Protective Equipment:** Incorporate protective clothing, helmets, goggles and equipment designed to protect the wearer's body from injury or infection.
 - **Confined Space Training:** Establish protocols, procedures and provide continued training to employees who enter confined brewery spaces.
 - **Fall Protection:** Proper tie-off techniques and specialized equipment will help keep employees safe.
- Partnering with the right safety professional can help you navigate and reduce your exposures.



Nick Roe
Sales Executive
Flood and Peterson



Nick Roe
Sales Executive
970-266-8710
NRoe@floodpeterson.com

Your business. Your city.



What's new? What's successful? What are the challenges? What's on the horizon?

BizWest's new city-specific coverage highlights the business and economic scene of individual communities throughout the Boulder Valley and Northern Colorado — in every issue and online.

The **BizWest PrintPlus** subscription delivers the print newspaper right to your mailbox, access to our latest online content, a replica "Flyp" edition of BizWest, access to our robust online offerings and every one of our annual industry directories, including the Book of Lists — all for just \$59.99. Subscribe today!

BizWest

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

■ Visit **BizWest.com**

■ Call **303-630-1953** | Boulder Valley

■ Call **970-232-3143** | Northern Colorado



CHAD COLLINS / BIZWEST

Dave DuPont, co-founder and chief executive of Boulder-based TeamSnap Inc., was named Innovator of the Year at BizWest Media's 2016 IQ Awards Tuesday evening. In background is Mike Weiner of Dorsey & Whitney, one of the event's sponsors.

Dave DuPont, Biodesix, Innosphere score IQ Awards

By Doug Storum
dstorum@bizwest.com

LONGMONT — Dave DuPont, co-founder and chief executive of Boulder-based TeamSnap Inc., was named Innovator of the Year at the 2016 IQ Awards and Innovation Summit presented Tuesday evening by BizWest Media at the Plaza Convention Center in Longmont.

Boulder-based Biodesix Inc. was named Innovative Company of the Year, and Fort Collins-based nonprofit Innosphere was selected as the Incubator/Accelerator of the Year.

Six companies won IQ Awards for innovative products in their respective industries.

Started in 2000, the IQ Awards hon-

ors the "Innovation Quotient" among companies and organizations based in Boulder, Broomfield, Larimer and Weld counties, as well as local divisions of national/international companies that have been instrumental in developing the most innovative products and services.

Innovator of the Year

Dupont co-founded TeamSnap in 2009 to provide Web and mobile-app based systems for members of sports teams to communicate with each other. As the company's chief executive, DuPont grew the tech firm from four to 75 employees, raised more than \$22 million in investor funding and built its customer base to 10 million.



2016 WINNERS

By embracing technological advances, Dupont and co-founder Andrew Berkowitz were able to expand product offerings to serve clubs, leagues and associations as well as teams, allowing TeamSnap to

emerge as a dominant sports communication and management platform.

Dupont developed a culture of innovation, letting staffers work from where they wanted to.

"About 20 percent of our staff works in our Boulder office, the rest are elsewhere, many in RVs traveling the country," Dupont told the crowd attending the event. Dupont also made a point of letting employees set their work hours, and brought people back into the workforce, mainly women who had taken time off to raise families.

While early times were lean, DuPont funded initial salaries from his own pocket, and went without compensation himself for almost a year.

Finalists

Kristy Lewis, CEO of Quinn Foods in Boulder, and Joel Oakman, director of engineering at Vairex Air Systems in Boulder, were Innovator of the Year finalists.

Innovative Company of the Year

Biodesix Inc., founded in 2005 and led by CEO David Brunel, is a pioneer in blood-based molecular diagnostic testing. The company’s liquid biopsy tests are used to help physicians select treatment for patients with advanced cancer.

Unlike traditional tissue-based testing, these tests can be performed with a simple blood draw, instead of invasive surgery, and results are available within 72 hours.

Finalists

Madwire in Fort Collins and n.io in Broomfield were Innovative Company of the Year finalists.

Incubator/Accelerator of the Year

Innosphere in Fort Collins is a science and tech incubator that since its launch in 1999 has recorded a 75 percent success rate among client companies.

Led by CEO Mike Freeman, Innosphere provides mentorship to companies in the industries of health innovations, life sciences, software, hardware, energy and advanced materials.

Innosphere’s incubation program focuses on ensuring companies are investor ready, connecting them with experienced advisers, and making introductions to corporate partners. Once accepted into the program, companies receive customized development plans and ongoing support to ensure they’re getting the know-how to raise the right kind of capital, and all the resources to grow.

Finalists Mergelane In Boulder and UpRamp in Louisville were Incubator/Accelerator of the Year finalists.

PRODUCTS

Clean Tech

Winner

Prieto Battery, Fort Collins: The company is developing a patented 3-D lithium-ion battery technology that delivers transformational performance at a competitive cost using nontoxic materials with the ability to customize shapes.

Finalists

CleanEnergy Collective, Louisville: CEC has developed a comprehensive software-as-a-service platform that provides utilities with a turn-key community solar solution to successfully

IQ Awards

BizWest’s anual IQ Awards celebrate the “Innovation Quotient” that drives the Boulder Valley and Northern Colorado economy.

The IQ Awards, started in 2000, honor the “Innovation Quotient” among companies and organizations based in Boulder and Broomfield counties, the Denver/Boulder corridor, Larimer and Weld counties, and local divisions of national/international companies that have been instrumental in developing the most innovative products and services.

These companies are risk-taking entrepreneurs that are the DNA of our thriving marketplace.

Since BizWest launched the IQ Awards, hundreds of nominations have been received. We’re closing in on 1,000 products and services that have been reviewed as we’ve sought to identify the most innovative products and services devised in Boulder Valley.

To nominate for the 2017 IQ Awards, go to iq.bizwestmedia.com.



launch and monetize their own projects. With the “teach-them-to-fish” approach, CEC is dramatically changing the trajectory of solar adoption.

New Sky Energy, Boulder: Renewable natural gas (biogas) is frequently contaminated with hydrogen sulfide (H2S), a deadly gas that must be removed before the gas is sold or used. New Sky’s SulfurCycle process is a sustainable method of sweetening such H2S-contaminated gas that is much less costly than competing technologies.

CONSUMER

Winner

QuadshoX, Fort Collins: This startup has designed an innovative rear suspension retro-fit kit for tilt-in-space manual wheelchairs that significantly reduces the shock felt by the user when rolling over rough and uneven surfaces. While power wheelchairs have suspension, manual chairs do not, and the slightest bump or uneven surface sends very painful shockwaves to the wheelchair rider.

Finalists

Asius Technologies, Boulder: Asius develops audio technology that employs a patented second eardrum which absorbs the harmful pressures that cause hearing loss and degrade sound quality. Asius’ products are enjoyed the world over by sound engineers, musicians, audiophiles, and anyone who wears ear devices for sustained periods in loud environments.

Silvernest, Boulder: Silvernest is a highly scalable, innovative online solution that airs aging homeowners (50+) with compatible roommates and provides tools for long-term home sharing.

HARDWARE

Winner

mcSquares, Broomfield: Makes collaborative dry-erase tiles that can come off the wall and be handed around the room to get people to con-

tribute and then snapped back on the wall so all ideas can be discussed in front of the group. A wirelessly connected version is also in the works.

Finalists

Acroname, Boulder: Programmable 8-port USB 3.0 Hub that allows engineers complete software control of USB functions for manufacturing and lab environments.

Stratom, Boulder: The eXpeditionary Robo-Platform (XR-P) is an unmanned system that autonomously loads and unloads pallets from multiple aircraft types, eliminating currently required material handling equipment and reducing manpower requirements. The system aims to revolutionize aircraft cargo management by introducing advanced technologies to aircraft cargo handling processes while significantly reducing manpower and loading time.

HEALTH CARE

Winner

Eximis Surgical, Fort Collins: Developing a minimally invasive surgery device for the removal of large specimens through small incisions. The company has developed a fully contained device that allows surgeons to quickly and easily remove large specimens, eliminating the need to enlarge incisions and reducing the likelihood of post-operative complications.

Finalists

Green Sun Medical, Fort Collins: Developing innovative spinal bracing technology for the treatment of deformities, including scoliosis and kyphosis. Their dynamic brace technology will offer new hope to patients facing invasive spinal corrective surgery.

High Precision Devices, Boulder: HPD’s MRI standards enable a new field called quantitative MRI. qMRI is a noninvasive disease diagnostic that improves patient outcomes and reduce health-care costs. Developing calibration standards for medical imaging, and particularly, MRI, aims

to accelerate diagnostic performance, throughput and reliability of quantitative medicine.

MOBILE APPS

Winner

Sospes, Boulder: Sospes developed intuitive web and mobile software that allows workers to report workplace incidents, close calls and make suggestions in real-time. Provides mobile incident reporting with voice capture and photo capability. The Supervisor Portal allows management to complete incident reports, open investigations and automatically generates regulatory reports.

Finalists

3PHealth, Boulder: The company’s contextual data communication platform enables digital care delivery strategies that provide an individualized, unified experience, that leads to greater health system utilization efficiencies, patient-provider engagement, and accountability all in support of better health outcomes and bottom lines.

Techtionary, Boulder: MedsMinders is an iPhone/iPad app to help/aid users and caregivers in managing their medications, therapy, diets, drugs, etc. to provide reminders and alerts for users, patients, therapist, pharmacists, practitioners, family members, caregivers and other health-aid helpers to reduce side effects, disease effects, injury, impact, emergencies, trauma and other impacts.

SOFTWARE

Winner

CaliberMind, Boulder: CaliberMind analyzes human language and behavior from CRM emails, recorded sales conversations, marketing automation data as well as from social networks to uncover B2B buyer needs, motivations, personality and even decision making style. It then recommends communication, and subscribe content that accelerates B2B deals.

Finalists

Bear Systems, Boulder: Bear Systems has designed an elegant solution to manage and secure Internet of Things /Edge devices. Using remote management, users can securely initialize and manage these specialized devices, and protect them from becoming an entrance point to the larger network.

EnergyLogic, Berthoud: Housing Tides Report is a comprehensive monthly report on the US Housing sector. It is a combination of forecasts, media analysis, forecast analysis and a comprehensive index of the health of the top forty-one US housing markets. Tides uses a combination of statistical analysis and machine learning to derive results.

40 UNDER BOULDER VALLEY

Nominations are due by January 13, 2017.

[/fortyunderforty.com/bouldervalley](http://fortyunderforty.com/bouldervalley)



T H E N E X T G E N E R A T I O N O F L E A D E R S I N B A N K I N G L A W



H O S P I T A L I T Y R E A L E S T A T E G O V E R N M E N T S M A L L



B U S I N E S S B I G B U S I N E S S H I G H E R E D U C A T I O N P U B L I C



S E R V I C E I N S U R A N C E O U T D O O R I N D U S T R Y

BizWest
The Business Journal of the
Boulder Valley and Northern Colorado

BizWest Media presents 40 Under Forty to recognize emerging leaders. These are the young people who are shaping and will continue to shape the future of Boulder Valley. We invite you to submit candidate nominations or to nominate yourself. The deadline for nominations will be January 13, 2017. Nominees will be asked to complete a brief application including three short questions and will be required to submit a resume. A panel of Boulder Valley 40 Under Forty alumni will select the honorees. Honorees will be profiled in BizWest and recognized at an event.

Qualifications for 40 Under Forty
The 40 Under Forty candidate must...
Be under 40 years old as of January 31, 2017.
Not have been a previous 40 Under Forty honoree.
Have had an impact on his or her organization.
Live and work in Broomfield or Boulder County.
Significant achievements received in the community through professional recognition.
Worked to help others through community service and charitable giving.

Natural foods CEOs: Acquisition trend likely to continue

By Joshua Lindenstein

jilindenstein@bizwest.com

BOULDER— If the expectations of leaders in the Boulder area's natural and organic food industry play out, don't expect the wave of food-industry giants buying local companies to slow down anytime soon.

Big food companies and large grocery chains alike, those leaders say, are taking note of the shift in consumer demand that's happening not only in Boulder County but around the country.

Similar to the tech industry, where large, established players often innovate through acquisition rather than their own research and development, large food companies are starting to take the same approach as it relates to growing their own natural and organic lineups.

"It's just such a seismic move as people are trying to eat healthy," said Vince Love, who cofounded natural and organic foods investment firm Sunrise Strategic Partners with Boulder Brands founder Steve Hughes earlier this year.

Love was speaking at BizWest's CEO Roundtable on the natural and organic foods industry at the Boulder law office of Berg Hill Greenleaf & Ruscitti LLP on Wednesday. The CEO Roundtable is sponsored by the

law firm and EKS&H LLLP, a regional accounting firm.

Boulder Valley companies such as WhiteWave Foods, Justin's, Boulder Brands and Lucky's Market have all seen major national players over the past year or so acquire them or at least take significant equity stakes.

The benefits, of course, flow both ways. Growth, after all, particularly for smaller companies such as Justin's, comes at a steep price.

"I think that's the advantage of having someone acquire you is you gain a lot of real estate in a hurry," said Susan Graf, former vice president of finance for Bhakti Chai and now vice president of regional development for New Resource Bank.

While some might be upset about their favorite local brands "selling out" when they're acquired, Carlotta Mast, president of industry group Naturally Boulder, pointed to Justin's founder Justin Gold's view that "It's not us selling out; it's them buying in," referring to large food companies shifting their own values.

"The acquirers are being much more careful with the acquisitions," Mast said. "Rather than changing those companies, they're looking at how those companies can help them change."

Of course, it remains to be seen if those ideals hold true as some of the

acquisitions play out. Made in Nature CEO Doug Brent said there's been a big shift in large food companies wanting to change, but those companies also have large corporate structures that they have to deal with that can often affect the cultures of acquired companies. On the positive side, he said some of those same large companies are creating "silos" for their organic brands to operate in more independently to try and preserve the mindsets that made the small companies stand out in the first place.

Acquisition downsides?

There can be negatives of large conglomerates getting into the natural and organic foods space, said Sylvia Tawse of Fresh Ideas Group. Among others, those can include acquired brands losing core talent as the company cultures shift.

But, said Arron Mansika, managing director of Naturally Boulder, there's been some shift in thinking among many hoping to impact the overall food system in the idea that it might take some of those big companies buying in to really effect the greatest amount of change.

"The big is bad mentality, we all know it," Mansika said. "But I think it's shifted. Big is bad sometimes. But big is beautiful and often necessary sometimes."

Amid a wave of acquisitions in the craft beer industry by big players such as Anheuser Busch InBev, there is often worry among craft brewers about the lines between craft beer and mega brewers being blurred, particularly if the mega brewers wind up watering down the recipes and quality of ingredients in the craft brands they buy.

But Love said he's not concerned about that in the natural-foods industry. If, for instance, Hormel were to "ruin" a brand such as Justin's by changing recipes, Love said millennials and other consumers would see through it and buy something else. And, he said, "there's a whole host of entrepreneurs who will come up and fill that void." So it incentivizes the large companies to keep those acquired brands as they find them.

Small not bad either

Boulder Granola president Jody Nagel noted the difficulty for small food companies to grow to a certain size and reach profitability, with Mast adding that some 85 percent of food and beverage startups shut down within three years. Nagel said her company "went all out" on growth last year, hiring a copacker in Denver so she would have more time and money to attend trade shows and focus on increasing sales.

PREMIER GIFT. PREMIER CARD.

GIVE THE GIFT OF GOLF THIS HOLIDAY SEASON.



SOUTHRIDGE
GOLF COURSE



COLLINDALE
GOLF COURSE



CITY PARK NINE
GOLF COURSE



FOR MORE INFORMATION CALL 970.221.6300 OR VISIT FCGOV.COM/GOLF

AN ADVERTISING FEATURE OF BIZWEST



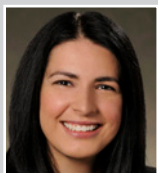
ThoughtLeaders

BUSINESS ANSWERS FROM THE EXPERTS

ACCOUNTING

Donald Trump's Tax Plan

President-Elect Donald Trump will be inaugurated on January 20, 2017. One of his expected first acts as President will be to move forward with tax reforms to simplify the U.S. Internal Revenue Code and lower tax rates for individuals and businesses. Proposed business tax reforms include cutting the corporate income tax rate from 35 percent to 15 percent and taxing pass-through businesses, i.e., S-corporations and partnerships, at a 15 percent rate. Proposed individual tax reforms closely follow reducing the top marginal income tax rate from 39.6 percent to 25 percent and creating a zero percent tax bracket. His proposed tax reform also eliminates the often misunderstood Alternative Minimum Tax. It is not certain all of his proposed reforms will become law, but significant reforms could benefit most U.S. taxpayers. ACM is available to help you monitor the changing tax environment and take advantage of the opportunities.



Christine Ludwig, CPA
Senior Tax Manager
Anton Collins Mitchell LLP



Christine Ludwig, CPA
Senior Tax Manager
cludwig@acmlp.com
303.440.0399

HEALTH CARE

Providers Accepting Medicare Assignment Means Lower Costs

To "accept assignment" means your doctor, provider, or supplier agrees to accept the Medicare-approved amount as full payment for covered services. If they do not accept assignment, they are called non-participating providers. Non-participating providers have not signed an agreement to accept assignment for all Medicare-covered services. They can still choose to accept assignment for individual services.

If your doctor, provider, or supplier does not accept assignment, you might have to pay the entire charge at the time of service. The non-participating providers can charge you more than the Medicare-approved amount, but there's a "limiting charge". The provider can only charge you up to 15% over the amount that non-participating providers are paid. Non-participating providers are paid 95% of the Medicare fee schedule amount. The limiting charge applies only to certain Medicare-covered services and does not apply to some supplies and durable medical equipment.

Columbine Medical Equipment accepts assignment with Medicare.



Heather McNeill
General Manager

Heather McNeill
General Manager
Columbine Medical Equipment
802 W. Drake Road, Suite 123
Fort Collins, CO 80526
1455 Main Street
Windsor, CO 80550
970-221-1453

LAW

Should I Look for Environmental Issues Prior to Completing My Real Estate Transaction?

When purchasing (often even leasing) commercial or industrial property, the answer is usually yes. Environmental issues take various forms, such as soil and groundwater contamination, mold or asbestos on structures, or the presence of wetlands or endangered species. They can even emanate from neighboring properties.

The context of the property and its intended use inform the nature of the environmental review. Often used is a Phase I Assessment, where a qualified consultant conducts a non-invasive evaluation of the property designed primarily to help protect against liability arising from contamination. It can also identify environmental issues that might render the property unsuitable for intended uses. For some properties however, a lesser screen may suffice.

Environmental issues need not be a deal killer -- just identified and accounted for before closing. A knowledgeable environmental attorney can help a client define the proper scope of the investigation, and work with the consultant to meet the unique needs of the transaction at hand.



John Kolanz
Otis, Bedingfield & Peters, LLC

John Kolanz
2725 Rocky Mountain Avenue, Suite 320,
Loveland 970-663-7300
jkolanz@nocoattorneys.com



BizWest

The Business Journal of the
Boulder Valley and Northern Colorado

YOUR PARTNER IN GROWING YOUR BUSINESS

YOUR AD MESSAGE NOW GOES FARTHER!

Reach business leaders and decision makers in the North Front Range with BizWest.

Generate more sales ■ Increase market share ■ Build your customer list

EVENTS | ONLINE | PRINT

With more than 100 years of combined marketing experience
the BizWest team can help you plan your marketing strategy.



Ken Amundson
kamundson@bizwest.com
303-630-1952
970-232-3142



Julie Constance
jconstance@bizwest.com
303-630-1958
970-232-3148



Rachel Finley
rfinley@bizwest.com
303-630-1955
970-232-3136



Michelle Turley
mturley@bizwestmedia.com
720-398-0591
970-237-6338



Sandy Powell
spowell@bizwest.com
303-630-1954
970-232-3144

Boulder Valley ■ 1790 30th St., Suite 300, Boulder, CO 80301

Northern Colorado ■ 1550 E. Harmony Road, Fort Collins, CO 80525

- **More than 74%** of our readers are in upper management
- **Almost 22%** of our readers have annual individual incomes of over \$150,000
- **More than 4,700** attend BizWest events each year
- **70,000 unique visitors** to our websites each month

Small-business owners: Can you afford any data breach?

There is little doubt we'll be talking about this year's email hacks for some time to come: Hillary Clinton's astounding loss in the presidential election, the often embarrassing revelations of another former U.S. secretary of state and the resignations of top officers of the Democratic National Committee during the national convention are now all part of the national consciousness.

In the case of former secretary of state Colin Powell, who sits of the board of Salesforce.com, the email breach may have cost that company some significant coin, as it revealed that company's acquisition targets. For the most part, the breaches brought about great loss of reputation and trust — certainly currency for political candidates and staffers.

But a similar loss in reputation and trust is also real currency for American business people, which may be a significant part of the reason why 60 percent of small companies shut their doors within six months of a cyber attack, according to the U.S National Cyber Security Alliance. Even worse news for the

small-business owner, their shops are hit by as many as 81 percent of all cyber attacks.

But these costs can also be measured in dollars and cents. According to the recently released, "2016 Cost of Data Breach Study," by the IBM-funded Ponemon Institute, the average cost of a data breach is \$4 million, or a figure more suitable for small-business owners, about \$158 per record.

Email hacks may not sound as if they would be incredibly damaging as other data breaches, but they are significant attack venues into larger reservoirs of data. The email hacks that have gained much of our national attention this year are also not particularly difficult, either.

Typically, many of us use accounts that are secured only by our email account user name and a password, which can present an open invitation to hackers. Once a hacker knows the user name, tools are available in the hacker world that can enact a brute-force attack revealing a password in less than 15 minutes.

One of the most common brute-force attacks is to use a "dictionary" of common passwords, which is a good reason to make sure employees make reasonable selections. However, a brute-force attack can also simply march through the alphabet, numbers and symbols sequentially

"More-advanced email administration can reduce the exposure by using 'salted' user names and passwords for identification."

trying every combination.

More-advanced email administration can reduce the exposure by using "salted" user names and passwords for identification, obscuring credentials with additional information. This method exponentially increases the difficulty of using a brute-force attack, with an average attack now needing weeks — during which time, hopefully, the attack can be identified.

There are many other recommended steps for avoiding common email hacks, such as not opening suspicious emails and definitely not clicking on suspicious links, which are referred to as "phishing attacks;" keeping anti-malware programs updated; and using firewalls, as well as other standard and easily-adopted company tactics. The Cyber Security Alliance keeps an updated list of how to further lock down email accounts and other login services, from online

banking to social media.

But these cyber attacks grow more refined every day. For example, the phishing attack on Clinton campaign manager John Podesta had been shown to his IT people, who told him to go ahead and change his password on the site. These refined attacks are known as "spear-phishing" attacks, because they are directed at specific people, such as corporate managers and HR personnel.

In many instances, these people essentially hold the key to all the data behind the firewall, which can often be accessed by a user name and password. Often, the hackers gain enough information through the emails to easily hack their way into data-storage vaults, through finding employees' often-used passwords, or worse, finding an email in which the password in transmitted in plain text.

The inherent difficulty of stopping email attacks is compounded by the fact that all of us use it so regularly that complacency can almost be counted on. However, the way in which we lock up our data vaults may allow us to better protect our most valuable, and potentially damaging, information deserves a greater degree of examination.

Scott Hoot is the founder of the startup ZFyre. He can be reached at scott.hoot@zfyre.com or 970-231-8755.



TECH TRENDS
SCOTT HOOT

MD
BOULDER VALLEY
MEDICAL DIRECTORY
2016

BCH using life-saving new stent
Getting fit: There's an app for that

Su's flies
AND A BAND OF UNDERGRADS HELP SUVICA LAND \$1.5 MILLION FOR CANCER RESEARCH

Tin Tin Su, University of Colorado professor and SUVICA chief science officer.

A SPECIAL PUBLICATION OF BIZWEST | SPONSORED BY **COPIC**
Better Medicine • Better Lives

Call us in the morning.

Boulder Valley MD is the only directory that focuses exclusively on Boulder Valley. With comprehensive coverage of the medical industry, you can't afford to be left out.

Is your practice, facility or company not included?

Contact BizWest Research to add your information to the next edition — it's free! You'll also be added to the DataStore database, accessed daily by colleagues and competitors for the most up-to-date information on the industry in Boulder Valley.

■ **Call: 303-630-1942**

■ **Email: research@bizwest.com**

BizWest

BRIEF CASE

CONTRACTS

Morphis, an application modernization software company based in Portugal with offices in Boulder, completed a modernization project with **Ellucian**, a provider of higher-education software and services. The project included migration of more than 4,000 pages from Oracle Forms to Java.

EARNINGS

Bonanza Creek Energy Inc. (NYSE: BCEI), a Denver-based oil and natural-gas company with operations in Weld County, reported a loss of \$34.9 million, or 71 cents per share, for its third quarter that ended Sept. 30. Bonanza Creek reported revenue of \$49.3 million for the quarter, a 10 percent decrease from the second quarter of this year and a 32 percent decrease compared with its third quarter of 2015. For the third quarter, the company reported a 10 percent decrease in average daily production oil compared with the previous quarter, and a 28 percent decrease from the third quarter of 2015. The reduction in production was a result of suspended drilling and completion operations at the end of the first quarter of this year. The company lowered its lease operating expenses in the Rocky Mountain region to \$6.4 million during the quarter, a \$2.3 million reduction compared with the previous quarter.

Shoemaker **Crocs Inc.** (Nasdaq: CROX) reported a loss of \$5.4 million, or 7 cents per share, for its third quarter that ended Sept. 30, less than the loss of \$27.8 million, or 37 cents per share, it incurred during the same period a year ago. Niwot-based Crocs generated revenue of \$245.9 million for the quarter, an 11.6 percent decline from \$274.1 million generated in the same period a year ago. As of Sept. 30, Crocs had cash and cash equivalents of \$150.2 million compared with \$143.3 million as of Dec. 31, 2015. Inventory was \$169.4 million at quarter's end, compared with \$190.8 million for the same quarter a year ago.

Brazilian meatpacker **JBS SA** (Bovespa: JBSS3), the parent of Greeley-based JBS USA, posted a third-quarter profit that was down 74 percent from the same period a year ago. Net income came in at \$259.5 million, or 9 cents per share, down from a profit of \$1 billion, or 35 cents per share, a year earlier. Revenue declined from \$12.6 billion a year ago to \$12.1 billion in the third quarter of this year. JBS USA Beef, which includes sales in Australia and Canada, saw revenue slide 6.8 percent to \$5.4 billion due, the company said, to a decline in beef prices in the U.S. market. JBS USA Pork, driven largely to the acquisition of Cargill's pork business late last year, saw revenue increase 72 percent to \$1.4 billion. **Pilgrim's Pride Corp.** (Nasdaq: PPC), JBS' U.S. chicken unit in which the company owns a controlling interest, posted revenue of \$2 billion, down 3.8 percent from a year earlier.

Surna Inc., a Boulder-based company that engineers equipment for the indoor cultivation of cannabis, reported a loss of \$669,000, or 0 cents per share, for its third quarter that ended Sept. 30. The loss was less than the \$1.3 million loss, or 1 cent per share, Surna reported during the same period a year ago. That's despite the company taking a hit in revenue, which dropped to \$1.2 million for the quarter, compared with \$3.6 million reported for the same period a year ago. Surna had cash on hand of \$235,000 as of Sept. 30, compared with \$331,000 at Dec. 31, 2015. For the

first nine months of 2016, Surna's revenue was \$5.6 million, compared to \$6.2 million for the same period a year ago. Net loss was \$2.1 million, or 2 cents per share, compared with \$3.7 million, or 3 cents per share for the first nine months of 2015.

Woodward Inc. (Nasdaq: WWD) posted a slight decrease in annual profit, even though earnings per share actually rose by 4 percent. The Fort Collins-based company released its earnings for its full 2016 fiscal year and fourth quarter ending Sept. 30, with the fourth-quarter results easily outpacing last year's for the same period. Woodward makes components and control-system solutions geared toward energy efficiency for the aerospace and industrial markets. The company's 2016 net income came at \$180.8 million, or \$2.85 per share, compared with net income of \$181.5 million, or \$2.75 per share the previous year. Revenue for the full year was down one percent, from \$2.04 billion last year to \$2.02 billion this year. For the fourth quarter, net income came in at \$63.1 million, or 99 cents per share, up from \$50.1 million, or 77 cents per share for the same period a year earlier. Revenue climbed from \$562.6 million in the fourth quarter last year to \$590.9 million this year. Woodward's performance were boosted by its aerospace segment, which saw sales grow 6 percent for the year and 9 percent for the fourth quarter. The company's industrial segment, meanwhile, saw fourth-quarter sales slip by \$1 million to \$226 million. Industrial sales were down 10 percent for the full year.

KUDOS

The **Estes Park Economic Development Corp.** earned an International Silver Award for Excellence in Economic Development from the International Economic Development Council in Washington, in recognition of the "Mountain Strong: Estes Valley Business Retention & Expansion" program.

Longmont United Hospital was awarded an accreditation in radiation oncology for its Hope Cancer Care Center from the American College of Radiology.

Chris Royster, a chef at the Flagstaff House restaurant in Boulder, won an episode of "Chopped," a cooking competition television show that airs on the Food Network. Royster, a chef de cuisine, competed against three contestants, including Brother Luck in Colorado Springs.

Colorado State University won a national Innovation and Economic Prosperity University award for its impact on economic development from the Association of Public Land-Grant Universities. CSU received the honor in the "Place" category for its community-, social- and cultural-development work.

The Fort Collins Board of Realtors honored **Dennis Schick** of RE/MAX Alliance as 2016 Realtor of the Year during its annual Holiday/Awards event held on Nov. 17.

Woot Math, a Boulder-based education technology company, was selected as top entry in the Evaluation Research category in Digital Promise's 2016 Research-Based Products Campaign. In addition, Woot Math received honorable mention in the Learning Science category.

Tracy Imhof, owner of Five Star Painting of Boulder, earned Top Gun recognition during the Dwyer Group International Convention held in San Antonio. The

award goes to franchise owners who achieve top sales and reach operation benchmarks.

Joseph A. Espinosa, executive director of the Brighton Housing Authority, won Housing Colorado's 2016 Eagle Award for his work and dedication to the affordable housing industry.

The Colorado Women's Bar Association honored state **Sen. Rollie Heath**, D-Boulder, as its 2016 Legislator of the Year on Dec. 6 for his role on issues supporting women and children, including closing the pay gap for women.

Namaste Solar was named to Outside magazine's Best Places to Work of 2016. Each year, OUTSIDE recognizes the top 100 companies in the United States that help their employees strike the ideal balance between work and play.

MERGERS AND ACQUISITIONS

The **Scotts Miracle-Gro Co.**, which bought a 31 percent stake in Boulder-based **AeroGrow International Inc.** in 2013, increased its stake in the local firm from 45 percent to 80 percent. AeroGrow announced that Scotts had exercised warrants to purchase the additional shares for \$47.8 million in cash. The exercise price was established by a formula negotiated during Scotts' original deal to buy a minority stake in AeroGrow. AeroGrow stock is traded over the counter under the ticker symbol AERO. The company is based at 6075 Longbow Drive.

Broadband infrastructure provider **Zayo Group Holdings Inc.** (NYSE: ZAYO) reached a deal to acquire Vancouver, Wash.-based Electric Lightwave for \$1.42 billion in cash. Electric Lightwave, formerly known as Integra Telecom, operates mostly in the western United States. The acquisition would give Boulder-based Zayo an additional 8,100 route miles of long-haul fiber optic cable and 4,000 miles of metro fiber in cities such as Portland, Ore.; Seattle; Sacramento, Calif.; San Francisco; San Jose, Calif.; Salt Lake City and Spokane, Wash.

Chicken processor **Pilgrim's Pride Corp.** (Nasdaq: PPC) inked a deal to acquire Minnesota-based **GNP Co.** for \$350 million in cash. The deal gives Greeley-based Pilgrim's control of GNP Co.'s Just Bare Certified Organic and Natural/American Human Certified/No-Antibiotics-Ever product lines, adding to Pilgrim's own NAE and organic production.

Rogue Wave Software Inc., a software-development firm based in Louisville, acquired Los Angeles-based Akana, formerly known as SOA Software. Financial terms of the deal were not disclosed. **Akana** specializes in developing, managing and securing application programming interfaces, allowing businesses to extend their reach across mobile, cloud and Internet of Things.

Shareholders of **UQM Technologies Inc.** (NYSE: UQM) approved the \$48 million sale of a majority stake of the company to a subsidiary of Hong Kong-based **Hybrid Kinetic Group Ltd.** Longmont-based UQM first announced the deal in June. The sale involves the issuance of 66.5 million newly issued shares of UQM common stock to American Compass Inc. That will amount to roughly 58 percent of UQM's common stock, or 54 percent on a fully diluted basis. UQM will remain a standalone publicly traded company, with HKG's subsidiary American Compass Inc. getting to nominate five of nine mem-

bers of the company's board.

Future Venture Capital Co., based in Japan, acquired Fort Collins-based **EnConnect Holdings LLC** and will use the firm as its U.S. headquarters. EnConnect, founded in 2015, will operate as FVC Americas. Financial terms of the deal were not disclosed. Otsuga said he is working out of his house, but he is looking for a location for the company.

Overland Park, Kan.-based **Midwest Trust Co.** acquired **Investors Independent Trust Co.**, a wealth-management firm based in Boulder. Financial terms of the deal were not disclosed. Investors Independent Trust Co., a subsidiary of Independent Investment Services Corp., is a private wealth-management firm led by president and chief executive Herb McPherson. The company will continue to operate with the same name and team members at 507 Canyon Blvd.

Golden-based **Centerline Solutions LLC** acquired **Boulder Technology LLC**, a software design and development firm based in Boulder. Financial terms of the deal were not disclosed, but all of Boulder Technology's intellectual property for internal systems and emerging SaaS products has been transferred to Centerline Solutions.

Melody Health Insurance Inc. in Denver plans to acquire **Colorado Choice Health Plans**, a 45-year-old nonprofit based in Alamosa that has 2,500 customers in Larimer and Weld counties. The deal is pending regulatory approval from the Colorado Division of Insurance and the Colorado Attorney General. Colorado Choice will become a wholly owned for-profit subsidiary of Melody. Terms of the deal were not disclosed, but Melody Health will provide capital for Colorado Choice to serve its membership while expanding into new markets.

Amadeus Consulting, a Boulder-based provider of custom software development services founded by Lisa Calkins and John Basso in 1994, was acquired by Walnut Creek, Calif.-based software-engineering firm **Exadel**. Terms of the deal were not disclosed. Amadeus will become part of Exadel, and Calkins said her company will switch over to the Exadel branding over the next six months. The Amadeus office in east Boulder, as well as the local staff and leadership, will remain, although some finance functions will be shifted to California. Calkins is staying onboard as chief strategy officer of Exadel, and will continue to run the Boulder office. She expects to hire at least 10 more employees for the Boulder office over the next 12 months.

Flatirons Solutions, which employs 70 people in Boulder, acquired Niwot-based competitor **Tech-Pubs Inc.** for an undisclosed sum. Founded in 2008, TechPubs makes software to help airlines store, share, distribute and update technical documentation and helps make sure it maintains regulatory compliance. TechPubs' local operations will be moved into Flatirons' east Boulder office, while the two companies' operations in Shanghai also will be combined.

MOVES

BizWest Media LLC moved its Boulder office from 1790 30th St., Suite 300, to 3004 Arapahoe Ave. Its Fort Collins office remains at 1550 E. Harmony Road, second floor.

EC



NOMIC

FORECAST

TICKETS: ECOFORECAST.BIZWESTMEDIA.COM

JANUARY 25 GREELEY

REGISTER TODAY

presented by

BizWest

KEYNOTE SPEAKER

Dr. Rich Wobbekind

Executive Director of the Business Research Division and Senior Associate Dean for Academic Programs at the University of Colorado Boulder



BRIEF CASE

Ras Kassa's Ethiopian Restaurant, which was ousted from its longtime home near 30th and Pearl streets in Boulder in March 2015 to make way for the new Google campus, will continue operations under a 10-year lease agreement at 802 S. Public Road in Lafayette, a building that also houses Pearl's Salon and Spa and Tokyo China. The restaurant will open Dec. 16. Ras Kassa's had been operating out of a second-floor kitchen at the Rodeway Inn & Suites Boulder Broker since earlier this summer.

Scion Aviation LLC, which is rapidly outgrowing its Loveland facility, is moving its final assembly, painting and delivery operations to a 43,000-square-foot building at the Cheyenne Regional Airport in Wyoming. Scion, a contract manufacturer of parts and airframes for companies that make both unmanned and full-scale aircraft, operates out of a 23,000-square-foot building at 3693 County Road 30 in Loveland and employs 20 people. The company plans to keep its research and development and tooling operations at its current site, but also is seeking a location where it can build a 50,000-square-foot clean room — with room to grow to 400,000 square feet or more — that would be used as the main production facility for the carbon-fiber parts.

Retail Control Systems moved its Fort Collins office to 324 E. Oak St. Restorations and renovations to convert the late-Victorian style home on the property — known as the Mosman House or Andrews House and built around 1892 — to RCS' offices were completed in October.

Olsson Associates, a full-service engineering design firm, moved its Loveland office Oct. 31 to a new, larger space at 1880 Fall River Drive, Suite 200. The new office is near the old location.

NAME CHANGES

Boulder-based industrial manufacturer **Dynamic Materials Corp.** (Nasdaq: BOOM) changed the company's official name to DMC Global Inc. According to filings with the Securities and Exchange Commission, shareholders approved the name change at a Nov. 4 meeting.

OPENINGS

Restaurant design firm **Trapp Associates Ltd.** in Boulder plans to open a barbecue restaurant and brewery in Lafayette early next year, repurposing a closed 3,800-square-foot Burger King at 599 Crossing Drive. **Uturn BBQ** will be the first restaurant opened by the father-and-son team of Tim and Shem Trapp, although Trapp Associates has designed more than 350 restaurants/breweries throughout the United States, including local projects Fresh Thymes and the Walnut Brewery, and for national chains including Rock Bottom Restaurants, Gordon Biersch and Jim 'N Nicks BBQ. In September, attorney Mark Licata, president of the GoldKing Realty Group, purchased the building for \$740,000 from the Lukas Family Limited Partnership. Licata is leasing the building to the Trapps.

Sunrise Strategic Partners, launched in February by Boulder Brands cofounder Steve Hughes, opened a 3,000-square-foot office in downtown Boulder as it continues to invest in a wide range of growing natural-products companies. Sunrise's new office is at 1426 Pearl St.

Aurora-based **UCHealth** opened its 36,000-square-foot **Boulder Health Center** at 5495 Arapahoe Ave. in Boulder. The center houses UCHealth clinics that had been located at various locations throughout the city, plus a few new ones. Clinics at the center that opened Nov. 8, include family medicine, audiology, cardiology, endocrinology, obstetrics and gynecology, occupational therapy and hand therapy, ophthalmology, otolaryngology, physical therapy, podiatry and rehabilitation medicine/neurology, and dependency, addiction and rehabilitation. A new center for midwifery is slated to begin seeing patients in January.

The owner of a hot-rod custom-car shop in Windsor is adding a beer to his business mix. Eric Peratt, owner of **Pinkee's Rod Shop** at 4395 Highland Meadows Parkway, plans to open a new brewery and taproom in a spare room at the same facility. The brewery will be called **Mash Lab Brewing**, and will include a one-barrel brewing system and 12 taps.

Yolk opened at Ninth Street and Eighth Avenue in Greeley, specializing in breakfast items.

The owners of **Happy Lucky's Teahouse and Treats** celebrated the opening of a second location in

Fort Collins on Nov. 18-20. George and Kari Grossman opened their first location in 2009 at 236 Walnut St. in Old Town. The second location is at 166 Council Tree Ave. in the Front Range Village on Harmony Road.

A former Sports Authority store in Boulder got new life Oct. 27 when New York-based retailer **West Elm** opened an 11,000-square-foot store at the Twenty Ninth Street shopping district. West Elm sells a mix of furniture, home décor and kitchen items. The new store is slated to employ 30 people. Through the company's LOCAL program, 10 Colorado-based makers and designers will be able to sell their products with the store's holiday assortment.

Aficionados of craft beer, distilled spirits, wine, mead and cider now have another venue at which to sample their favorite beverages, including many from Colorado producers. **The Barrel**, a bar concept using shipping containers, opened on the upper-level of the Central Plaza at Twenty Ninth Street in Boulder. Loveland couple Ingrid and Lou Bush, who also

own a similar setup in Estes Park, launched the project after being approached by Twenty Ninth Street officials. The Boulder version includes 64 taps, including two dedicated lines each for mead, cider and wine, including about 70 percent Colorado brands.

Jamie and Marie Fox, founders of **Gunbarrel Brewing Co.**, signed a lease on a 20,000-square-foot facility in the Gunbarrel area of Boulder for their self-funded brewery. They plan to have Gunbarrel Brewing up and running during the first quarter of 2017 at 7088 Winchester Circle, north of Lookout Road and west of North 71st Street. It will have a 10-barrel brewhouse built by JV Northwest of Canby, Ore., and a one-barrel pilot system for experimentation, research and development. The facility will include a large taproom and a beer garden. The brewery will host food trucks, live performances and beer-centric educational events.

A Minneapolis-based data-security company has opened an office in Broomfield and is looking to fill jobs in cloud operations, product management and

engineering. **Code42's** office in Broomfield is at 11800 Ridge Parkway.

London-based software company **TestPlant**, which has had its developers based in Boulder since the company was formed in 2008, established a new Americas headquarters locally. TestPlant, which most recently had both sales and development offices in Boulder in different locations, moved over the summer into a 7,800-square-foot space at 2995 Wilderness Place. The new office will host a range of functions, including sales, human resources, pre-sales, support, development and marketing.

PRODUCT UPDATE

Boulder-based lifestyle technology startup **Silvernest** is rolling out a new version of its online roommate-matching service for aging adults. New features has been added that make it easier for homeowners to navigate the system, view unlimited matches and find compatible, long-term housemates.

YOU KNOW
YOUR BUSINESS
BETTER THAN ANYONE.

GOOD THING WE'RE
NOT JUST ANYONE.

Gain Commercial Insight™ at



Community Banks
of Colorado®
A division of NBH Bank, Member FDIC

You probably have personal, face-to-face relationships with your attorney and accountant. Why should your bank be any different? That's why we created Commercial Insight™, a comprehensive approach that makes it easy for you—and us—to master the ins and outs of your business. Working right alongside you, in person, giving you access not just to a person, but the right person. To make the best decisions and offer the best solutions to manage cash flow and improve your bottom line. It's commercial banking that just makes sense—common sense. See what Commercial Insight™ can do for your business. Community Banks of Colorado. **Where common sense lives.®**

CONNECT WITH US     

►cobnks.com/insight

NONPROFIT NETWORK

FUNDRAISERS

Jax Fish House & Oyster Bar in Fort Collins hosted the second annual Harvest Moon Salmon Bake on Sept. 25 at Native Hill Farm, raising more than \$1,200 to benefit **Poudre Valley Community Farms**, a local land cooperative dedicated to the success of community farming practices. The event, attended by about 170, featured a five-course dinner including several whole salmon cooked over an open fire. In addition to Jax and **Fortified Collaborations**, event sponsors include **Native Hill Farm**, **Odell Brewing Co.**, **Harbinger Coffee**, **Pringle's Wine and Spirits**, **White Balcony**, **Motherlove Herbal Co.**, **Rocky Mountain Parent Magazine**, **Renewablue**, **105.5 The Colorado Sound**, **Old Town Distilling Co.**, **Organic Spirits**, **The Green Team Real Estate** and **Blush Flowers on Vine**.

GOOD DEEDS

The Lakewood-based **McCarthy Building Cos. Inc.** Colorado team replaced stairs at **Rivendell School** in Fort Collins that were creating a potential safety risk to students, faculty and visitors. Over four days, the team removed the existing stairs, poured new footing and installed new custom-fabricated stairs. The project cost was around \$15,000, with McCarthy

donating \$10,000.

GRANTS

Foothills United Way awarded \$140,000 in Community Resilience Grants to help fund projects in Boulder and Broomfield counties that will provide assistance for local residents impacted by things like natural disasters, family emergencies or health crises. Projects receiving grants include: **Children's Alley Expanded Database**, **YWCA of Boulder County**, \$13,900 to increase community access to drop-in child care for families experiencing crisis during times of disaster; **Connecting by Communicating**, **AirLink Amateur Radio Group/Jamestown BoCo Strong Resiliency Group**, \$18,816 to strengthen the essential ham radio communication network for mountain communities, ensuring that vulnerable residents remain connected and get the assistance they need during times of crisis and disaster; **Fotonovela for Mobile Home Parks Residents**, **Latino Task Force of Boulder County**, \$32,400 to empower immigrants and monolingual Spanish-speaking residents in mobile-home parks to be better engaged in their communities through an educational resource called a fotonovela; **Family Leadership Training Institute**, **Outreach United Resource (OUR) Center**, \$15,000 to pro-

vide leadership-skills training in vulnerable communities to empower individuals and families to drive positive change while serving in meaningful leadership roles; **Mountain Resource Liaison Outreach to Vulnerable Populations**, **Emergency Family Assistance Association/Mountain Human Services Collaborative**, \$12,320 to connect vulnerable residents of Boulder County mountain communities with services supporting basic needs; **Building Social and Emotional Resilience Through Conscious Discipline**, **Esquela Bilingue Pioneer Elementary School**, \$42,924 to equip teachers, students and their families with skills and strategies to help them respond to emotional challenges at school and home; and **CTK Job-Readiness Training Materials**, **Bridge House**, \$5,000 to develop training materials for a job-readiness program that will transition formerly homeless individuals into the workforce and on to sustainable career paths.

First National Bank awarded grants to eight organizations in Northern Colorado and the Boulder Valley. Organizations in the region receiving \$10,000 grants were **Bridge House** and the **Emergency Family Assistance Association** in Boulder, **House of Neighborly Service** in Loveland, **Outreach United**

Resource (OUR) Center in Longmont and Greeley Transitional House in Greeley. Receiving \$5,000 grants were **East Colorado Small Business Development Center** in Greeley and **Larimer County Small Business Development Center** in Fort Collins. The bank also awarded a \$50,000 grant to **GreenPath Financial Wellness**, of which \$15,000 will provide financial education and credit counseling to people in Colorado to promote financial stability. GreenPath has offices in Denver, Fort Collins and Broomfield.

About 900 children at **Flagstaff Academy** in Longmont sampled beets grown at nearby Olin Farms on Nov. 17 thanks to a grant program helping schools across the nation gain more access to fruits, vegetables and nutrition education. **Chef Ann Foundation** and Boulder-based **Healthy Skoop** created Project Produce: Fruit and Veggie Grants for Schools, to combat childhood obesity.

Fort Collins-based **Food Bank for Larimer County** received a \$10,989.94 grant from the **Red Nose Day Fund**, which will be used to support children at risk of hunger through its Kids Cafe program. The contribution will impact more than 4,000 in need in Larimer County.

ON THE JOB

PAID ADVERTISING CONTENT

Law

Jamie Paine | New hire
Alex Harpp | New hire

Williams & Daley LLC | New hire

Williams & Daley LLC, of Boulder, is pleased to announce the addition of two new associate attorneys,

Jamie Paine and Alex Harpp. Jamie is a Denver native who graduated from Campbell University Law School. She comes to W&D from the Jefferson County District Attorney's Office. Alex Harpp is a graduate of Cornell Law School. She has clerked for Judge M. Terry Fox of the Colorado Court of Appeals and Federal Magistrate Judge Michael E. Hegarty of the District of Colorado.



PAINE



HARPP

Visit [BizWest.com](#) to view all On the Job submissions. Search by industry, company or by name. Interested in adding yourself or someone else? Click on 'Go To The Submission Form' to purchase and On the Job listing.

VIDEO VIDEO VIDEO

ISN'T THAT WHAT EVERYONE'S TALKING ABOUT?

ARE YOU READY TO BUILD SALES & GENERATE LEADS USING 21ST CENTURY MARKETING TECHNIQUES FOR A BRIGHTER AND MORE PROFITABLE FUTURE?

V3 MEDIA MARKETING

Producing Videos. Producing Sales. Producing Results.

CALL NOW FOR A FREE CONSULTATION ABOUT THE POWER OF VIDEO

(888) 989-V3MM [8366] | WWW.V3MM.COM | ACTION@V3MM.COM

Charitable giving should be embedded into business DNA

This is the holiday season, where we shift from giving thanks to giving (and receiving). And in the spirit of the season, the annual charity “Give” campaigns are already sending out emails to line up donors to provide financial support for charitable organizations that fill the gaps between business and government programs within our communities.

I recommend and implement it in my own business designs that every business should adopt a charity.

By adopt a charity, I do not mean that the owner of a small business makes an annual gift to a charity out of whatever cash happens to be available at the end of the year (a rare circumstance, at best).

I mean that the business should set aside a percentage of its profits, better yet a percentage of its revenues, and give this money to one or two charities. This commitment should be formalized in the organizational documents of the business: its bylaws, operating or partnership agreement so that the gifting is permanent and not discretionary. I call it “embedding a soul in the DNA of the business”: a genetically magnificent organization or GMO. I have been told that this term will not catch on.

Some business may protest that they cannot afford such a charitable commitment. However, they are already shipping 3.5 percent of their revenues to Wall Street to process their credit cards and typically paying a higher amount to the government as sales tax. Setting aside a percentage of revenue for charities is like a self-imposed tax: Only it feels better.

Unlike the payment of credit-card merchant fees, your gifts should not be hidden. They should be transparent. It’s not bragging to tell people that you are making a donation. You are simply setting a good example. And, building credibility with those who share your values in supporting charitable organizations.

Charities appreciate consistent payments. My wife is the executive director for a small charity — Wapiyapi, that provides a camp near Estes Park for children in Colorado with cancer (www.wapiyapi.org) — and each year’s planning has to deal with the uncertainty of whether any one donor is going to repeat their charitable contribution. Your business’ gifting commitment will ease the stress of your selected charity if it does nothing else.

Your charitable support should not be limited to cash gifts. Your business should embrace, enfold, nurture and support the charity. You should be present at all of the events of the charity. You should have a representative on their board. Your support should be so intensive that people associ-

ate the brand of the charity with the brand of your business and vice versa.

Support should not be isolated to the owner or board of the small business, but should be expanded to include all of the employees. In addition to programs where the business will match contributions of its employees, the business may create “performance bonuses” that recognize achievement of the business, teams and individual workers with additional charitable gifts. This alignment of business and employee interests will improve team morale.

Since my talents lie in designing capital campaigns, I am currently

developing a campaign plan to raise \$5,000 for Plant with Purpose (www.plantwithpurpose.org) using charitable crowdfunding. I intend to reach out to my network and ask each person within my network to reach out to their networks to use the power of the crowd in achieving this fundraising goal. Once the plan is complete, it will be posted for free download from the Colorado Community Capital PBC website (www.coloradocommunitycapital.com).

Adopting a charity is one method for building a crowd — one of the single most important activities of any business. By supporting the charity, each of its staff, beneficiaries and

donors may become aware of your business and think kindly of it the next time that they are shopping or looking for a Main Street investment.

I recognize that the last observation may be challenged by those who believe that charitable donations should come solely from the heart. I understand. However, if a business can make larger donations by viewing their support of a charity as part of their marketing budget, then all is well that ends well.

Karl Dakin is president of Dakin Capital Services LLC. He can be reached at kdakin@dakincapital.com.



ENTREPRENEURS
KARL DAKIN



CoBiz Private Client Advisors

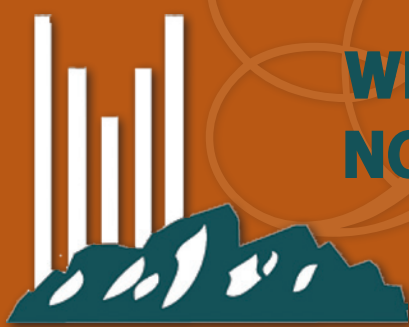
CoBIZ Financial

Coordinated Solutions for Success

At CoBiz Private Client Advisors, we look at wealth not as a destination but as a journey along a continuum, taking you from where you are to where you want to be. You need advisors with expertise and a commitment to personal service who understand your unique needs.

CoBiz Private Client Advisors is an integrated suite of personal financial solutions—your team of private bankers, investment managers and financial planners providing coordinated solutions for your success.

cobizprivateclient.com



WE NEED YOUR NOMINATIONS!

24th year

Boulder County Business Hall of Fame

Recognizing Business at its Best

Help us Select the Business Leaders That Shape Boulder County!

- **Leaders That Make a Difference:** From your nominations, the Boulder County Business Hall of Fame selects outstanding business leaders whose efforts impact the economic, social & cultural evolution of Boulder County and its citizens.
- **Salute the Honorees:** The leaders selected will be inducted to the Hall of Fame at a luncheon attended by the business community.

Induction Luncheon

April 2017

Plaza Conference Center

1850 Industrial Circle, Longmont, CO 80501



View 2016 presentation www.halloffambiz.com



Submit nominations for the
2017 class at www.halloffamebiz.com

Contact Emily Frare at 303-630-1967 or
efrare@bizwest.com, for nomination or sponsorship information.

Estes Park, from 3A

to begin next year, and that the town could petition to have the funding date moved up.

The environmental assessment process concluded that the one-way couplet was the only alternative that can be pursued with current funding. CFLHD officials last year rejected Estes Park's compromise proposal to consider funding a parking structure and transit facility as a potential alternative to the controversial downtown loop, concluding they wouldn't significantly ease congestion.

Downtown Estes Park experienced 40 days of congested traffic a year in 2012, Herlyck said, but that could increase to 147 days by 2040 based on current population trends — but the loop could cut that to 27 days. Olson told trustees that the project would mean safer interaction between vehicles, pedestrians and bicyclists.

Although Rocky Mountain National Park has remained officially neutral on the loop, Darla Sidles, its new superintendent, said it might help ease congestion coming out of the park if an afternoon thunderstorm or a wildfire meant many tourists would be leaving the preserve at once.

The board's disagreement about the loop was reflected during the lengthy public comment period.

Mark Igel, whose Taffy Shop has operated for more than 80 years near the busy corner of Elkhorn and Moraine and who had been a leader of the opposition responsible for the "No Action on the Loop" signs that dotted many down-

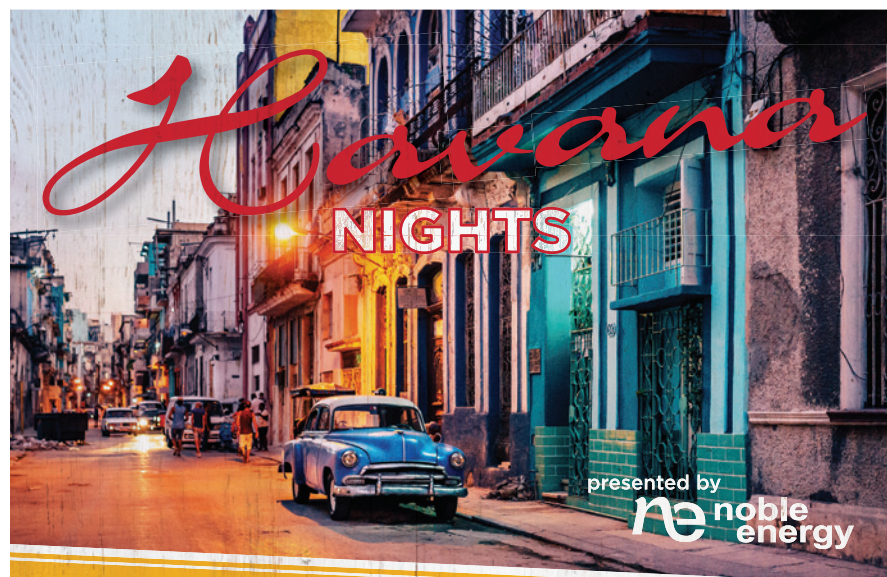
town store windows, blasted the loop as "the most bungled project I've ever seen run. I'm shocked that we're still here tonight." Igel said the downtown area's charm is what draws business.

"I don't see how it's going to fix congestion. It only redirects congestion," added Celeste Fraser. "If you make it all concrete instead of this warm-hearted, charming place, it's going to be ruinous."

Noted 38-year resident Maureen Marsh, "We're not pretentious like Vail. We're not a rhinestone-cowboy place like Aspen. We're not a ski town — even when we had a ski area. We don't need a paint job to make us something we're not. We're real — the only mountain resort town that can say that. When you think about a small town you want to come back to ... you've got to be pretty careful about mucking it up."

However, Steve Hampton told the meeting that "as much as we'd like to, we can't keep a snow globe of Estes Park as it was," and former mayor Bill Pinkham noted that "change is unsettling, but it will happen." Elizabeth Fogarty, president and chief executive of Visit Estes Park, and Kirby Nelson-Hazelton of Estes Valley Partners for Commerce cited surveys showing strong support for the loop. Several others told trustees that they avoid downtown during summer because of the traffic.

If business really depended on cars driving by, said Todd Plummer, then lease rates on the Pearl Street pedestrian mall in Boulder "would be the cheapest in Colorado — because nobody drives by."



NORTHERN COLORADO'S PREMIER FUNDRAISING EVENT

2017 *Gala* 28th ANNUAL
NCMC FOUNDATION to benefit the NCMC Cancer Institute

Saturday January 28, 2017 ~ 6 p.m. - Midnight

Cocktails at 6:00 p.m. | Dinner at 7:00 p.m. | Dancing at 9:00 p.m.

Embassy Suites Hotel, Spa & Conference Center
4705 Clydesdale Parkway, Loveland, Colorado 80538

Entertainment by **The Jerry Barnett Orchestra** featuring **Club Tropicale**
Honoring **Sunrise Community Health**

Black Tie | Limited Seating

Three-time ICON Judges' Award winner for Best Entertainment Concept and Execution for the 2013, 2014 and 2015 NCMC Foundation Galas

For ticket information contact Diana Wood at 970.810.2687

diana.wood@bannerhealth.com or visit our website www.ncmcfoundation.org



NORTH COLORADO
MEDICAL CENTER FOUNDATION

Northern Colorado average home prices

This chart compares how average sale prices changed in each local submarket between October 2015 and October 2016.

Submarket	Avg. Price October 2015	Avg. Price October 2016	% Change
FC/Timnath/Wellington	\$330,514	\$358,517	8.47
Greeley/Evans	\$226,030	\$248,399	9.89
Loveland/Berthoud	\$307,424	\$359,341	16.89
Windsor/Severance	\$397,201	\$392,709	-1.13
Estes Park	\$401,450	\$381,763	-4.9
Ault/Eaton/Johnstown/Kersey/LaSalle/Mead/Milliken	\$303,142	\$300,211	-0.96
Longmont	\$342,900	\$338,559	9.67
Total	\$307,972	\$338,559	9.93

Source: Information & Real Estate Services

Loveland-Berthoud prices pass Fort Collins

As recently as mid-summer, double-digit increases in average home prices were the norm across Northern Colorado. But now that fall has settled in, so has the rate of price increases.

Regional price gains during October pulled back into the single-digit range, with one notable exception. Price appreciation last month in the Loveland-Berthoud market reached nearly 17 percent, more than doubling the rate of increase in the Fort Collins-Wellington-Timnath market (8.47 percent), and well beyond rates for Greeley-Evans (9.89 percent) and Longmont (9.67).

And along with the October appreciation increase, average prices for Loveland-Berthoud in October surpassed the average price in the Fort Collins area for the first time — \$359,341 compared with \$358,517.

We can point to three significant reasons to believe this could be more than a one-time deviation.

- Consider the influence of geography in creating demand. Located between Fort Collins and Boulder, the Loveland-Berthoud area is attractive to two-career families when one spouse is working in Boulder or Denver's northern suburbs and the other is working in Fort Collins or Greeley.

- Next, newly constructed homes — which are more typically expensive than existing homes — make up a higher proportion of sales in Loveland and Berthoud. So far this year, approximately 20 percent of home sales in Loveland-Berthoud have been new, compared with 16 percent in Fort Collins. And looking down the road, we know Fort Collins is running short on available land for future home construction, while there continues to be room to develop in Loveland and Berthoud.



NORTHERN COLORADO REAL ESTATE
LARRY KENDALL

- Finally, we also need to account for the proximity to Boulder. Depending on where you live in Loveland or Berthoud, the drive to Boulder could be 30 minutes or less — making it a reasonable option for potential commuters. That makes Loveland-Berthoud subject to the ripple effect of the high-priced Boulder housing market, where the average new home this year costs \$1,466,079, and the average resale home costs \$769,231.

Here are some additional observations from the October figures:

- Home inventory continues to lag from previous years in Northern Colorado. Last month, 1,682 properties were on the market for would-be homebuyers, down 21.1 percent from the same time last year and down 22.4 percent from October 2014.

- Keeping with the ongoing trend this year, total home sales across the region also slipped — from 1,031 in October 2015 to 1,008 last month, a decline of 2.2 percent. The only submarket to experience an appreciable gain in October sales was Windsor-Severance, which saw totals increase from 55 to 77, or 40 percent.

- Windsor-Severance continues to record the highest average price in the region, coming in at \$392,709 in October. But that figure also tapered off from last year, down 1.1 percent from \$397,201 in October 2015. Two other submarkets also experienced dips in average prices, including Estes Park — down 4.9 percent — and the Weld County communities of Ault-Eaton-Johnstown-Kersey-LaSalle-Mead-Milliken — down 0.96 percent.

- Like Windsor-Severance, Wellington also experienced two-sided conditions in October. With 46 sales, closings were up 43.7 percent over October 2015. At the same time, average prices fell 5.1 percent to \$278,033.

Larry Kendall co-founded associate-owned The Group Inc. Real Estate in 1976 and is creator of Ninja Selling. Contact him at 970-229-0700 or via www.thegroupinc.com.


Presents

ECONOMIC FORECAST



WHAT'S NEXT?

How a Trump Administration will Affect the Northern Colorado Economy

BizWest's Economic Forecast luncheon opens the 2017 BizWest event series. This is where you'll hear the news and views you need to define your business strategies for the coming months. What changes will we see with a new administration?

Wednesday, January 25 | 11 a.m. - 1:30 p.m.
Doors open for registration at 10:45 a.m.
University of Northern Colorado | University Center Ballroom
2101 10th Ave. Greeley CO 80631 (Free Parking lots B & C)



KEYNOTE SPEAKER: Dr. Rich Wobbekind

Dr. Wobbekind is the Executive Director of the Business Research Division and Senior Associate Dean for Academic Programs at the University of Colorado Boulder. He develops an annual consensus forecast of the Colorado economy, performs economic impact assessments of the Colorado economy, and produces the quarterly Leeds Business Confidence Index for Colorado, in addition to being Associate Dean of the CU Leeds School of Business.

Other Topics:

- ▶ Health Care
- ▶ Banking & Finance
- ▶ Real Estate
- ▶ Agriculture, Manufacturing, Energy, and Workforce

Tickets Include Lunch and a complimentary 2017 Book of Lists:

Early Bird through Friday, Jan. 6.....	\$45
Jan. 7-23	\$50
At the door	\$55

For corporate sponsorship opportunities, corporate table reservations or more information contact Sandy Powell at spowell@bizwest.com or 970-232-3144.

Don't miss this in-demand event. Register at events.bizwest.com/events/2017-economic-forecast

PRESENTING SPONSOR



SUPPORTING SPONSORS



ASSOCIATE SPONSORS



BW REAL DEALS

New York firm buys hotel, retail store in Estes Park

By Doug Storum

dstorum@bizwest.com

ESTES PARK — A Buffalo, N.Y.-based hospitality and food-service company has acquired the 150-room Rocky Mountain Park Inn and Trendz at the Park, a retail store in Estes Park, for a combined \$7.7 million.

Delaware North acquired the properties from Scottsdale, Ariz.-based Forever Resorts, paying \$6.1 million for the hotel and \$1.6 million for the store, according to Larimer County public records.

Delaware North has closed the inn and will remodel its guest rooms, restaurant and bar, and common areas with plans to reopen May 15. The company did not disclose how much it would spend on the renovations.

The hotel is at 101 S. St. Vrain Ave., a few miles from Beaver Meadows Entrance Station, the eastern entrance to Rocky Mountain National Park. The hotel includes a 20,000-square-foot conference center, indoor heated swimming pool and a fitness center.

Trendz is a 5,000-square-foot retail store at 100 E. Elkhorn Ave. in downtown Estes Park, offering high-end home goods and gifts. It will remain open while being renovated.

Rocky Mountain National Park is the nation's third-busiest, with more than 4 million visitors each year coming through the 415-square-mile park that features mountains, wildflowers, wildlife and more than 300 miles of hiking trails.

"Delaware North has a long history of creating special experiences in high-profile places, and these two properties ... are an outstanding addition to our portfolio," said Jim Houser, group president of Delaware North's parks and resorts business. "We are excited to bring our experience and expertise to help them become the area's premier lodging and retail destinations." Delaware North plans to integrate its core business systems and processes, such as its customer service program, GuestPath, and its environmental management program, GreenPath, into both operations. Delaware North operates in many of the United States' national and state parks, including Grand Canyon National Park, Yellowstone National Park and Niagara Falls State Park, as well as at cultural attractions such as Kennedy Space Center Visitors Complex.

Its portfolio also includes luxury resorts in Australia. Delaware North has annual revenue of about \$3 billion in the sports, travel hospitality, restaurants and catering, parks, resorts, gaming and specialty retail industries.



COURTESY DELAWARE NORTH

The Rocky Mountain Park Inn at the eastern entrance to the Rocky Mountain National Park near Estes Park has been sold for \$6.1 million.



COURTESY DELAWARE NORTH

A rendering shows the renovations planned for the lobby of the Rocky Mountain Park Inn.



COURTESY DELAWARE NORTH

A rendering shows the renovations planned for the rooms of the Rocky Mountain Park Inn.

PROPERTYLINE

Coulsons buy land in tech park for WilMarc manufacturing plant

FORT COLLINS — The founders of WilMarc Medical LLC have paid \$2.9 million for just under 10 acres of land in the Harmony Technology Park in Fort Collins, where they plan to build an approximately 93,000-square-foot manufacturing plant.

The plant at the northeast corner of Technology Parkway and Precision Drive will house WilMarc Medical, which works out of two locations in Fort Collins — 224 Canyon Ave., and 5042 Technology Parkway.

WilMarc Medical was founded in 2014 by William Coulson and Marcia Coulson to manufacture and market disposable medical devices with a focus on anesthesia and respiratory products.

Coulson said WilMarc Medical employs 10 people, but it will ramp up to a yet determined number of workers once the building is operational. The Coulsons used the entity Precision Technology LLC to buy the land from Michigan-based MAV Development Co. on Nov. 23.

2 luxury apartment complexes in Broomfield sell for \$131.7M

BROOMFIELD — Two luxury apartment complexes in Broomfield have been acquired by separate real estate investment groups.

San Francisco-based Hamilton Zanze Real Estate Investments acquired the 297-unit Alta Harvest Station apartments at 11775 Wadsworth Blvd. for \$67.2 million from Harvest Station LLC, formed by Littleton-based Asher Investments.

The complex sits on 13.75 acres across U.S. Highway 36 from Arista and the 1stBank Center.

In another apartment deal, Denver-based Seagate Colorado Partners LLC paid \$65 million for the 272-unit Arista Uptown apartments at 8500 Arista Place in the Arista mixed-used development.

SCP bought the complex, made up of seven three-story buildings, from Salt Lake City-based real estate investment firm MNC Properties, which purchased Arista Uptown for \$52.5 million in December 2014 from its developer SmithJones Partners of Denver, and other owners of the complex.

Blackstone acquires 3 buildings in downtown Boulder for \$92.6M

BOULDER — The real estate arm of New York private-equity firm Blackstone Group has acquired three office buildings in downtown Boulder for a total of \$92.6 million.

Blackstone entities paid Swedish pension manager Alecta \$13.3 million for 1900 15th St., \$32.9 million for 1881 Ninth St., and \$46.4 million for 1050 Walnut, home to Foundry Group, Techstars, Siemens Energy and the Southwest Research Institute.

The three buildings total roughly 221,000 square feet of office space, plus a pair of parking garages.

Alecta officials announced last spring that they planned to sell their portfolio of 48 properties in the United States and the United Kingdom. Bloomberg reported in August that Blackstone had struck a deal to buy 22 properties for \$1.8 billion.

1881 Ninth is about 95 percent leased, while 1050 Walnut is 92 percent leased. 1900 15th St., meanwhile, has been vacant since early this year. Microsoft had leased the building for the past few years, but sold its Bing Maps-related operations there to Uber last year. Uber moved those operations to Louisville earlier this year.

Predictions for housing in the Boulder Valley

Though the year isn't quite over, the residential real estate market in the Boulder Valley largely played out as predicted in 2016. Inventory was at or near its lowest levels ever, competition among buyers was fierce, particularly in the first half of 2016, and homes appreciated at the fastest rates in the country. The only real surprise was that interest rates did not increase as much as predicted.

Though always somewhat risky, here are three predictions for 2017 and how they will likely affect buyers and sellers.



**BOULDER VALLEY
REAL ESTATE**
JAY KALINSKI

Interest rates

Prediction: Interest rates will likely increase in 2017. Over the last several years, many experts have predicted interest-rate hikes that largely did not materialize, with 30-year conventional loan rates staying mostly at or below 4 percent. There are reasons to believe, however, that rates will increase — at least somewhat — in 2017. Lawrence Yun, chief economist for the National Association of Realtors, predicts that the Fed will increase rates, possibly as soon as this month. And speaking at the 2016 Boulder Valley Fall Real Estate Conference & Forecast, Dr. Thomas Thibodeau, Academic Director and Global Real Estate Capital Markets Professor at the University of Colorado Real Estate Center, said rates would likely increase if some or all of President-elect Trump's proposals are enacted.

What it means: If rates do increase, it will prevent some buyers from qualifying to purchase a home in Boulder County. This will have the largest effect in places with the least-expensive homes, namely Longmont and Erie. However, given our area's population growth, low unemployment rate and quality job base, the effects will be much smaller than in other areas of the country.

Inventory

Prediction: Inventory in the home resale market will be even lower next year. Each year for the last several years has been marked by decreasing inventory to the lowest levels recorded, and it appears that this

trend will continue. Many sellers are aware that home prices have been increasing, so they have an incentive to hold onto their homes as long as possible before selling to capture as much appreciation as possible. Compounding this is the fact that, according to John Covert of Metrostudy, not enough new homes are being built in the Boulder Valley to keep pace with demand.

What it means: Low inventory will continue to push home appreciation upward and create another year of extreme competition for buyers. For sellers, 2017 will be another great year to sell.

Appreciation

Prediction: Home prices will continue to appreciate quickly, especially in the first two quarters of 2017 (expect around 10 percent appreciation next year). Inventory likely will remain very low, and with interest rates predicted to increase next year, buyers likely will feel increased pressure to buy early in the year before they lose buying power. Moreover, there are more than 60,000 people who commute into Boulder County each day for work, tens of thousands more people moving into the area each year and unemployment rates below 3 percent, all of which bolster the number of buyers in the market.

What it means: The likely steep increase in appreciation in the first half of next year will increase the urgency of buyers to buy early, which will increase competition and mean that it will be an ideal time for willing sellers to list their homes. For buyers, those looking early in 2017 will face stiff competition, and those who wait until the fall will find significantly higher prices.

The Bottom Line. In the main, the 2017 housing market in the Boulder Valley will look a lot like 2016, with quickly increasing prices in the first half of the year, fierce competition among buyers and mostly happy sellers. The biggest unknowns will be how much will interest rates increase and how big an impact will it have on buyers' ability to purchase our relatively expensive home stock.

Jay Kalinski is broker/owner of Re/Max of Boulder.

“Low inventory will continue to push home appreciation upward and create another year of extreme competition for buyers.”

Choose Businesses Invested in the Children of Our Community



Realities For Children provides for the unmet needs of children who have been abused, neglected or are at-risk.

Whenever you shop, dine or hire a Realities For Children Business Member, you become part of the solution to child abuse in our community.

We Welcome These New Business Members!



We will provide you with comprehensive marketing benefits AND you will be giving back to the most vulnerable members of our community.



Your membership fee is a tax deductible business marketing expense that allows the charity to maintain 100% distribution of donations.

For more information on becoming a Business Member or for a listing of all Business Members, please call **970.484.9090** or visit **www.RealitiesForChildren.com**.

BW STARTUPS



COURTESY BITSBOX

Bitsbox is closing in on \$1 million dollars in investments to facilitate the company's growth.

Teaching kids to code

Bitsbox raises new cash to get coding kits into hands of more kids

Joshua Linden
jlinden@bizwest.com

BOULDER — A former software engineer at Google, Scott Lininger was naturally excited when his young daughter showed an interest in coding. But perhaps unsurprisingly for a kid with a Google parent, she quickly outgrew the products on the market at the time that were geared toward teaching kids to code. That conundrum, at least in part, was what led Lininger and cofounder Aidan Chopra to start Bitsbox in 2014.

Just more than 2½ years later, the company is on pace to finish 2016 with more than \$1 million in revenue, and is wrapping up a round of funding from angel investors that is aimed at fueling even more growth in 2017.

Boulder-based Bitsbox, officially Codepops Inc., provides a monthly subscription service that equips kids ages 6 to 14 with increasingly advanced projects that teach them to code.

"She's been doing Bitsbox the whole time," Lininger said of his daughter, who is 10 now, in a recent interview. "So she's quite the little coder now."

Bitsbox is one of six companies that recently completed AT&T's six-month Aspire Accelerator, through which the startup received a \$100,000 investment from AT&T in the form of



CHOPRA

LININGER

a convertible debt note. Bitsbox has since raised \$735,000 from investors under similar terms, with another \$165,000 on the way. Rockies Venture Club in Denver and Milwaukee-based Golden Angels are among the investors participating.

Bitsbox plans to use the money to beef up marketing and growth. Lininger, the company's CEO, said the focus right now is to continue to perfect Bitsbox's home product. But the company also has kits aimed at schools, libraries and maker spaces, and will look at getting into more schools in 2017. Bitsbox has sent free coding kits to more than 6,000 classrooms and is conducting a number of pilot programs with schools in the United States and Canada. Locally, the St. Vrain Valley School District was one of Bitsbox's early adopters.

Bitsbox's home subscriptions range from \$20 to \$45 per month. They include code printed on a variety of materials that kids can type into free online accounts and then manipulate to see their own customized apps come to life. The apps can then be run and shared on any computer or mobile device.

Just before Thanksgiving, Bitsbox launched a \$23 sampler box that gives

kids a taste of the service without subscribing.

"We're on track," Lininger said of Bitsbox's trajectory as a company. "We're really happy about the holiday season so far. As a consumer product, you sort of wait until Q4."

This year marks the first full year of sales for Bitsbox.

Lininger and Chopra, who met while they both worked at Google, started Bitsbox on April 1, 2014. But it wasn't until after going through the Boomtown Accelerator in Boulder that fall that they launched the first kits through a Kickstarter campaign in January 2015 that wound up raising \$250,000. The company began fulfilling those Kickstarter orders in April of last year, and then began selling on its own website.

Bitsbox has raised about \$1.5 million to date, and has seven employees at its office at 3080 Valmont Road. Bitsbox designs the kits and writes the code in Boulder, and Lininger said most of the materials are sourced, produced and shipped by partners in Colorado.

Lininger said the recently completed Aspire Accelerator — the curriculum of which is tailored specifically to the needs of each company — proved invaluable in making industry connections as the company gets set for its next phase of growth.

"We just got really excellent mentorship and introductions to all sorts of people in the tech space," Lininger said.

STARTINGLINE

Startups ponder future as Galvanize closes in FoCo

Turbo Tenant, a growing startup that makes software that helps landlords manage their properties, had just moved into a larger suite at Galvanize's Fort Collins campus when it got the news that Galvanize would be closing up shop there by the end of the year. Turbo Tenant now is one of the 57 companies and some 120 members who work out of the local campus that are all waiting to see what happens next with the building at 242 Linden St. For many, the hope is that someone else — perhaps even building owner Blue Ocean Enterprises — picks up where Galvanize is leaving off and continues to operate a coworking space in the 15,000-square-foot facility. Denver-based Galvanize runs multiple campuses in Colorado and elsewhere where it offers not only coworking space but also web development classes. Just more than a year after opening in Fort Collins, the company announced in letters to employees and tenants on Friday its plan to close the local campus to the public Dec. 31. When Galvanize opened in Fort Collins last year in its newly renovated space, the move was seen as a major boost for the city's entrepreneurial scene. Galvanize's CEO Jim Deters said in an emailed statement to BizWest that the hope then was to help connect Fort Collins to the Denver and Boulder startup communities through Galvanize's campuses in those cities. But while Deters said enrollment in Galvanize's gSchool was "within the margins for a new campus," business apparently wasn't growing as planned.

CSU Ventures' impact: 49 startups, 1,381 patent apps

CSU Ventures, Colorado State University's technology-transfer division, reported its accomplishments on the occasion of its 10th anniversary. Led by president Todd Headley, CSU Ventures has worked with students and researchers to file 1,381 patent applications, sign 369 license agreements, establish 1,064 inventions and launch 49 startup companies. CSU Ventures has generated almost \$19 million in licensing income over the last decade, according to a CSU statement. During the 10-year span, it has grown from four to 11 full-time employees. From 2011 to 2015, startup companies from CSU employed 1,200 people and raised more than \$150 million in funding. In the last year, CSU Ventures launched five startups, including the award-winning SIVEC Biotechnologies, founded by CSU research scientist Lyndsey Linke. SIVEC is developing an antiviral technology to prevent the transmission of avian influenza. Headley's team also spun out The Fairs App, a company founded by Jeremy Podany, executive director of Career and Support Services at CSU, and Chris White, a CSU Web and mobile developer. The mobile app is used for job fairs. Universities including Cornell, Indiana, Michigan State, Oklahoma State and UC Santa Barbara are putting it to use. Terry Opgenorth is among those who have joined CSU Ventures during the last decade. Previously, he spent 20 years in the drug-discovery department at Abbott Laboratories. Opgenorth works with CSU startups, and he is a co-founder of and chief scientific officer for VetDC, which is developing cancer therapeutics for dogs and cats. Opgenorth also leads NewCo Launchpad, a framework for CSU Ventures' support of startups. CSU Ventures partners with high-tech incubator Innosphere in Fort Collins, Innovation Center of the Rockies in Boulder, Rockies Venture Club in Denver and the Colorado Office of Economic Development and Internal Trade.

Trade work-life for balanced mastery that emphasizes accomplishment

Not being a Tony Robbins fan, my eyes lit up reading his quote, “If your business is your mission, then this idea of work-life balance is the biggest bullshit on the planet.” Ouch! Luckily, I’d already published my views on this superficial “bait-n-switch” enigma.

The work-life balance movement is like an airline that charges round-trip fare for a one-way trip — oops; someone forgot the second half of the deal. Robbins, his coal-stomping, helicopter coaching and trampoline speech intros aside, makes a knife-fight point by calling out a puzzling industry that promises candy but sneaks you a piece of coal.

I taught my combination of balanced with mastery at Stanford University. Learning high-achievement tools with balance always went over well — the classes filled. The nice, polite director of the work-life balance program asked for time during my course to tell Stanford attendees about her program. These were people who worked for the university, signed up for balanced mastery yet, didn’t know or perceive of a benefit



INNOVATION
RICK GRIGGS

from Stanford’s own work-life balance program. I gave the nice lady all the time she needed. It wasn’t enough — here’s why.

The goal of most organizations is to grab, shake and tame their mission. It’s not to help you balance your life. The danger of this sugar-coated movement is that it fools people into thinking that balance alone will solve all their problems. As if giving a simple, paternal nod to employees balancing their lives will increase profitability and maybe even win the Baldrige Award or a Nobel Prize. Not happening! In Western society, work-life balance starts with work.

The challenge with the work-life balance movement is that it is perceived to address only the personal-leisure-balance side of the equation. It leaves out accomplishment, achievement and most of all, mastery. In my view, the opportunity is to study achievement (throughout history) and apply best practices. In this way balance is intertwined with accomplishment.

Here’s how balanced mastery can save your career, your legacy and your life:

1. Pick your top five priorities.

Even startups benefit from a list of life priorities. Pick them, fertilize them and honor them.

“The challenge with the work-life balance movement is that it is perceived to address only the personal-leisure-balance side of the equation.”

2. Work high-octane hours. Stop the bragging about how much you work — great leaders consider that a failure. Instead, work when your brain is at its peak of creativity and productivity. Winston Churchill hinted that focused and productive efforts last no more than four hours a day.

3. Study achievement and mastery. Read a book a month. Include accounts of the great masters and high achievers of history. Balanced mastery has two parts. The second is often overlooked but sorely required for a full and productive life.

4. Moderation reigns. Reduce stress and burnout by learning to rarely overdo the physical, mental and emotional heavy lifting in your life. Plan for long-term success by recalling the phrase, “Habits first —

results later.” It doesn’t take Hercules to build a habit.

5. Avoid regrets in personal, family and human matters. Make the call; send the message; write the letter. Be a fully functioning person by maintaining your humanity.

It seems like another world away when the woman sitting next to me slowly revealed that she was chief counsel for a major, worldwide gas company newly headquartered in Northern California. You’d think it was a simpler time — pre dot-com and 9/11 fiascos. She said, “Rick, today I earn 10 times what I made just after law school — and still can’t seem to make life work!” Early on, I noticed that addressing this point of equilibrium was missing from the work-life movement. I address it with balanced mastery.

Life, not just work, should be your mission. Once I reluctantly listened to Mr. Tony’s popular tapes on quick money and fast success and recognized the theories of famous psychologists — problem was, he never gave credit or their names.

Rick Griggs is the inventor of the rolestorming creativity tool and founder of the Griggs Mastery Academy for professional development. He can be reached at rick@griggsachieve.com or 970.690.7327.

Happy Holidays

Together, we are reaching people in need at all ages and stages of life including...

Your generosity helps support McKee Medical Center in caring for people of all ages, all backgrounds and all income levels. Whether it is:

- celebrating new life with more than 723 babies born in McKee’s labor and delivery center (as of Dec. 1, 2016)
- tackling disease and illness of 3,000 people in the Surgical Center
- caring for 75 older adults at Stepping Stones
- or providing care for more than 26,000 patients in the Emergency Department

You are helping McKee provide excellent care. Thank you!

Supporting Healthy Beginnings and the B.A.B.Y. Foundation

Underwriting the Stepping Stones Adult Day Program

Creating State-of-the-Art Cardiac Intervention Labs for Heart Care

Promoting Active Lifestyle: Wellness Walk, Turkey Trot, McKee Bike Tour, and more

Banner Health

McKee Medical Center Foundation

Colorado Resident Labor Force 20010-2015

Not seasonally adjusted - in thousands

Labor Force	2010	2011	2012	2013	2014	2015	2016 ^a	2017 ^b
Colorado Labor Force	2,724.4	2,736.1	2,759.4	2,780.5	2,815.2	2,828.5	2,891.5	2,958.0
Total Employment	2,486.4	2,507.3	2,542.3	2,590.7	2,674.6	2,718.7	2,791.0	2,844.0
Unemployed	238.0	228.8	217.2	189.9	140.6	109.8	100.5	114.0
Unemployment Rate	8.7%	8.4%	7.9%	6.8%	5.0%	3.9%	3.5%	3.9%

^a Estimated
^b Forecast

Source: Colorado Department of Labor and Employment (LAUS data) and Colorado Economic Outlook Committee

Annual CU report projects Colorado job growth of 2.4 percent for 2017

Joshua Lindenstein
jlindenstein@bizwest.com

Colorado will remain a Top 10 state for employment growth in 2017, despite a lull in the oil and gas industry that will linger into the new year.

That’s according to the 52nd annual Colorado Business Economic Outlook released by the University of Colorado Boulder’s Leeds School of Business on Dec. 5.

The report notes that the state’s job growth for 2016 is expected to come in at 2.2 percent, with growth for 2017 projected at 2.4 percent. Those figures are down slightly compared with the three previous years, which all came in above 3 percent, but still strong compared with other states.

CU economist Richard Wobbekind said Colorado’s slowdown is “very much linked” to the oil and gas industry, the only sector expected to suffer a net loss of jobs in 2017.

The natural resources and mining industry, which includes oil and gas and employs about 23,200 people in the state, is projected to lose 200 jobs in the coming year. But Wobbekind said that, while he expects to see job losses by the oil and gas industry in the early part of the year, he expects to see gains in the latter part of 2017.

“It is net negative, but we think it’s bottomed, or bottoming pretty shortly in the next six months, and we’ll see the turn there,” Wobbekind said in an interview.

While many wonder what a Don-

“We hear so many industries complain about the lack of work force, and then when they hire them they need to hire them at significant rates (to offset housing costs).”

Richard Wobbekind, economist
University of Colorado

ald Trump presidency will mean for jobs and businesses, Wobbekind said he doesn’t expect to see many major impacts on Colorado’s economy in 2017. He said he believes a tax-reform bill could be the first major focus of the new administration. Other actions that Wobbekind said could help (think coal, aerospace) or hurt (think renewable energy) various industries in Colorado are more likely further into the future.

“In my mind, that’s mostly going to be a 2018 effect,” Wobbekind said of Trump’s presidency. “I don’t think it’s going to be a huge thing in the short run.”

Which for most of the state means the good times will keep rolling for at least another year.

The construction industry is expected to see the greatest job growth in the state in 2017, with a rate of 5.7

percent growing the number of jobs in the sector from 157,000 to 166,000. The CU report expects construction of apartment complexes to fall slightly, with strong growth in single-family homes offsetting that decline.

Wobbekind said he expects housing-price appreciation to continue to slow a bit into the 6-7 percent range in 2017. But cost of living will continue to be an issue in the state, particularly in Boulder County where strong job growth will continue to put pressure on housing prices.

“We hear so many industries complain about the lack of work force, and then when they hire them they need to hire them at significant rates (to offset housing costs),” Wobbekind said.

Still, he said, Boulder County and Northern Colorado are well-positioned for more growth. While oil and gas and the agriculture industry, big players in Weld County specifically, Northern Colorado still expects to see plenty of strength in the health-care, high-tech and renewable-energy realms. In Boulder County, meanwhile, much of the growth is coming in technology and professional business services.

Statewide, Colorado’s population is expected to grow by about 95,000 people in 2016 to reach roughly 5.5 million by the end of the year.

CU’s full Colorado Business Economic Outlook can be downloaded on the Business Research Division’s website at www.colorado.edu/business/business-research-division.

THE TICKER

Weld OKs \$200,000 for small-biz microloan fund

The Weld County commissioners have approved \$200,000 in funding to continue support of the Weld County Microloan Fund, which provides access to capital for small businesses and startups headquartered in Weld County. The fund is administered through the Colorado Enterprise Fund and the East Colorado Small Business Development Center. Established in 2013, the Weld County Microloan Fund has provided \$1.3 million in loans to 31 small businesses that have created more than 260 jobs in the county. The fund was launched with a \$200,000 investment from the county that CEF matched at \$200,000 to create a \$400,000 loan fund. Support from the county continued in 2015 with another \$150,000 investment, which CEF matched at \$150,000 to add \$300,000 to grow the fund. With the most recent grants, the fund has \$1.1 million available to Weld County-based small businesses.

October home prices rise across region

Median home prices in Northern Colorado and Boulder Valley markets increased in October compared with the same period a year ago, according to a report released by Loveland-based Information Real Estate Services Inc., a multiple-listing service. The median price of a single-family home in Boulder continued to set the pace in the region. Boulder’s median price in October was \$921,500, up from \$815,000 for the same period a year ago. In the Estes Park market, the median price was \$389,000, up from \$387,000. The median price in Longmont was \$365,000, up from \$300,250. The median price in the Loveland/Berthoud market was \$353,900, up from \$312,555. The median price in Fort Collins was \$351,000, up from \$315,000. The median price in the Greeley/Evans market was \$251,500, up from \$165,000.

Region’s October jobless rate steady

Unemployment remained mostly steady across the four-county region in October, with none seeing a change of more than one-tenth of a percentage point from September. The latest figures for Colorado were released by the state’s Department of Labor and Employment, with statewide unemployment dipping from 3.6 percent in September to 3.5 percent in October. Locally, Boulder County’s unemployment rate in October was 2.5 percent, followed by Larimer at 2.6, Broomfield at 2.8 and Weld at 3.

U.S. 36, Boulder lodgers post top Oct. occupancy

Lodgers along the U.S. Highway 36 corridor and the city of Boulder recorded the highest occupancy rates in the Boulder Valley and Northern Colorado during October, according to the Rocky Mountain Lodging Report. Lodgers along the corridor reported an occupancy rate of 81.5 percent, and lodgers in Boulder had an occupancy rate of 75.6 percent for the month. Loveland lodgers had a rate of Loveland, 74.1 percent; Fort Collins, 69.6 percent; Greeley, 65.9 percent; and Estes Park, 57.1 percent. The report does not include lodgers in Longmont.

Maybe you're not ready to start over, but go through exercise mentally

Are you lost? It's possible to lose your way in business. Maybe the market doesn't need you so much anymore. Or processes that used to work well have been surpassed by the competition.

Perhaps you've lost your mojo and are just turning the crank.

It's time to make a big decision. You can follow the inevitable decline into irrelevance, or maybe just shut the company down because your heart isn't in it.



SMALL BUSINESS ADVISER
CARL DIERSCHOW

Or you can reboot the business.

You probably know that one of the primary procedures to address computer problems is to reboot. Turn off the power and then start up fresh. This often works just because it cleans out all the crud that accumulates when a machine is left working for a long time.

It would be pretty traumatic to completely shut down your business and start again from scratch. I've seen it done, but it's not common.

And usually you wouldn't want to do it anyway, because it implies that

you no longer find value in all the assets you have with your running business. Customers. Employees. Partnerships. Money in the bank.

It can be very fruitful, though, to go through this exercise mentally. You start with this question: If I were to start over again, given what I know now, how would I design this business from scratch?

It's a scary question, but also gives you great freedom to explore what you might change.

I find it useful to then follow up with this question: What would be the best way of leveraging my assets and resources to make this new company successful? Because no doubt you have amazing opportunities there.

Everybody likes to pick on the makers of buggy whips, and how their market almost completely disappeared with the advent of the automobile. It's a little silly, but it's helpful to think through what might have happened 100 years ago.

No doubt there were all kinds of opinions about whether the "buggy-whip market" was actually on the decline. It's not like the automobile replaced buggies overnight.

But even if one of those manufacturers was in serious trouble, that doesn't mean their only alternative

"What would be the best way of leveraging my assets and resources to make this new company successful?"

was to shut down. They had process expertise with working leather, supplier relationships, inventory management, marketing channels, and contracts with stores. Most importantly, they had customer relationships and a reputation.

Those might have been formidable resources in the early 20th century.

These assets are useful for building up a new business model. Perhaps other horse-related products. Or leather seats for the new automobiles.

You noticed, though, that the first step was to recognize the situation. In this case, the market need had moved beyond the products. But it just as easily could be an example where tough competition arose. Or you just don't want to be in that business anymore because it's sending

you to an early grave.

In this example, I happened to focus on the product. But a more common example I find is when your employee turnover is so high that the business is unsustainable.

That is also a time for a serious reboot, because employee turnover carries tremendous cost, destroyed productivity and dissatisfied customers.

Maybe the reboot isn't about your product or service, then, but about what your company looks like on the inside. Once you recognize how serious the problem is, you still ask the same two questions:

- If I were to start over again, given what I know now, how would I design this business from scratch?

- What would be the best way of leveraging my assets and resources to make this new company successful?

Is it time to seriously redesign your business?

I've put together a new online assessment that specifically helps leaders in their role of creating truly mission-driven companies. There's no cost, and you can check it out at www.smallfish.us/mission.

Carl Dierschow is a Small Fish Business Coach based in Fort Collins. His website is www.smallfish.us.

Save the Dates

2017 PVH and MCR Foundation events

When you attend or sponsor one of these events,
you support the health of your community.

Spring Benefit
Friday, May 19

Fort Collins Golf Classic
Monday, July 31

Greeley Golf Classic
Monday, September 18



PVH and MCR
FOUNDATION

supportinghealth.org

PVH and MCR Foundation Corporate Partners play an integral role in supporting our events and philanthropic initiatives. Learn how you can get involved in the health of your local community through our Corporate Partners program today.

Visit supportinghealth.org/sponsors for more information.

BW COMMENTARY

Congress, Gardner deserve praise for bill expanding data on outdoor industry

Colorado Sen. Cory Gardner deserves praise and congratulations for passage of his bill, the Outdoor Recreation Jobs and Economic Impact Act, in November. The bill — co-sponsored by Sen. Jeanne Shaheen, D-NH — passed the House and Senate unanimously, reflecting bipartisan consensus all too rare in Washington, D.C.

Far more important than any personal accolades, however, is what this bill will do to elevate the outdoor industry in the minds of politicians, economists and the general public — and to generate new, reliable data on the impact of the sector on the U.S. economy.

Building on an April announcement by the Secretary of the Interior that the Federal Recreation Council would work with the U.S. Commerce Department's Bureau of Economic Analysis to measure the impact of outdoor recreation on the economy, the new law codifies that analysis, mandating that the outdoor industry's economic impact be included in calculations of gross domestic product.

Gardner touted passage of the bill in a press release: "The House's approval of the Outdoor Recreation Jobs and Economic Impact Act represents a step forward toward ensuring that the outdoor recreation industry's impact on the economy is measured. This is important not only to states like Colorado, but to communities throughout the country who also know outdoor recreation as a way of life," Gardner said. "My bill will highlight the industry's economic benefit and allow policymakers to make more informed decisions."

That impact is staggering, estimated at \$646 billion in consumer spending and supporting 6.1 million jobs nationally, according to a 2012 study commissioned by the Boulder-based Outdoor Industry Association. In Colorado alone, outdoor recreation is estimated to generate \$13.2 billion in consumer spending and supports 124,600 jobs.

Colorado is recognized as a mecca for the outdoor industry, with Boulder, Denver and communities around the state incubating companies and gaining exposure nationally and internationally. Obtaining annual, detailed data — GDP data is available down to the metropolitan statistical area level — will provide invaluable insights on how the outdoor industry contributes to local economies.

And the data will quantify subsectors of the outdoor economy, including hunting, skiing, bicycling, climbing and many others. Such data will inform economic-development and conservation strategies nationwide, with the first report available by the end of 2018.

We look forward to that first data release, and the insights that it will bring to this important sector.

Contemplating the fax of life

Cancun can wait. Back in the day, faxes were the latest technology, spewing typed data on rolls of thermal paper that were ripped from the machine with a frenzied flair.

At the Boulder County Business Report, where I worked soon after graduating from the University of Colorado, graphic design was handled by a company in Lakewood, with completed pages inching their way out of the fax machine in Boulder for proofing. It wasn't easy checking for typos on paper that curled beneath your fingers and required a magnifying glass to make out the text, but the job got done (even as my eyesight worsened).

Fax machines evolved, of course, becoming more efficient and spitting out crisp copies on normal paper.

For awhile, faxes were integral to our business work flow. Advertising contracts, press releases and submissions for our research surveys meant that numerous pairs of eyeballs would check the machine regularly. Mail slots were constantly filling with important documents.

Many business journals around the country launched an innovative feature, the faxed newsletter, with daily content found nowhere else.

As email grew, however, legitimate faxes became more and more rare. I can't remember the last time our publication received a press release via fax. Advertising contracts are emailed. And most of our research surveys — probably 95 percent — are returned via Web-based submission.

At some point, legitimate faxes became outnumbered by unsolicited, spam faxes — despite laws prohibiting such "junk." Vacations to Cancun, incredible deals on

business loans, life insurance — it's amazing the offerings that come across the machine, wasting page after page, ream after ream, of paper.

The junk-fax problem became so severe that earlier this year, we signed up for a service that sends all faxes to an online account, where we can filter what we want and delete what we don't, without printing.

I recently took a look at this online portal and was stunned by the result: Out of almost 300 faxes in the system, only 15 — 5 percent — were non-junk. Those 300 faxes were for a period of three months, meaning that we receive only about 100 faxes per month — a fraction of what we would see "back in the day."

It's becoming easier to conceive of eliminating our fax numbers entirely. When you can scan a document and then email, why bother with a fax at all?

Yes, I know that some view the fax machine as more secure than email. Faxes are sent via an analog signal that is more difficult to intercept. But what about the security issues of confidential faxes sitting on a machine until routed? And electronic signatures are now common in real estate and many other industries.

Should we eliminate faxes entirely? It would mean educating a few research respondents, steering them to use our Web-based system — probably not a big deal.

So, don't be surprised if we eliminate this buggy whip from our business repertoire. No more insurance offers. No more pitches for business financing. No more trips to ...

Wait a minute ... a trip to Cancun sounds pretty good.

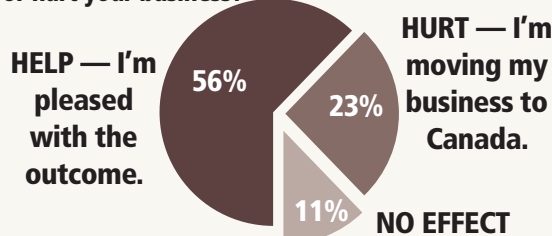
Christopher Wood can be reached at 303-630-1942, 970-232-3133 or via email at cwood@bizwest.com. Don't even think about faxing him.



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

BW POLL

Will the results of the presidential election help or hurt your business?



Next Question:

Will a Trump administration be good for the Colorado economy?

Yes — we're gonna boom.

No — get ready for the bust.

Not sure

Visit www.BizWest.com to express your opinion.

BizWest MEDIA LLC

Copyright © 2016.

BizWest Media LLC. Reproduction or use of editorial or graphic content without written permission is prohibited.

Publishers

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

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

Executive Editor

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

Vice President of Strategic Partnerships

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

BizWest
BOULDER VALLEY • NORTHERN COLORADO

Controller

TIABRIA SMITH
tsmith@bizwest.com
970-232-3151 | 303-630-1963

VOLUME 35, ISSUE 20

Boulder Office

3004 Arapahoe Ave, 2nd floor, Boulder, CO 80303 | Fax: 303-440-8954

Fort Collins Office

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



LETTER TO THE EDITOR

Dear Editor:

U.S. House Speaker Paul Ryan, Representative Kevin Brady, Chairman, Ways and Means Committee, and Representative Tom Price, Chairman, Budget Committee, who is President-elect Donald Trump’s nominee for Secretary of Health and Human Services, are among Republican leaders in the U.S. House who support legislation to privatize Medicare by converting it to a “premium support” system. I urge your newspaper to editorialize against their efforts to change Medicare to a “voucher” plan that will raise the cost of health care for seniors.

Just because the Republican Party has majorities in the House and Senate and the President-elect, it is not a mandate to destroy Medicare with a “voucher” plan to pay outright subsidies to insurance companies who make big contributions to many members

of Congress.

In April 2011, the Republican majority in the U.S. House of Representatives passed in a 2012 budget blueprint a proposal to replace traditional Medicare with vouchers. This ignited a firestorm of opposition from Congressional Democrats, America’s seniors and the general public.

Back then, an analysis of the proposal by the Congressional Budget Office (CBO) concluded that turning Medicare over to private insurance plans would result in seniors paying twice as much for their care, would raise administrative costs and would not keep medical inflation as low as traditional Medicare has done.

It is astonishing that after the bashing delivered to Republicans on the “voucher” proposal in 2011 that they would be reviving it again.

Sincerely,
Patricia Fedelski
11230 Jamaica St
Henderson, CO 80640

ture are older. More time under anesthesia and more time under the knife increase the chance for complications. How long does this surgery take as compared to a human performing it? Are their any published peer reviewed research papers indicating that this is in any way better than the traditional method?”

Story: “Aspen city council takes aim at chain retailers,” Nov. 29

Commenter: bmill42
“Great way to keep prices up and eliminate competition”

Story: “Proposed 2018 ballot measure would limit Front-Range housing growth,” Dec. 2

Commenter: Thomas Wicklund
“Sounds good. I already own my house, it ought to go up in value even faster than it already is by creating a housing shortage (for those who missed it, this is sarcasm). Perhaps Mr. Hayes should instead submit an initiative limiting job growth in the Front-Range area, removing the incentive for people to move here.”

COMMENTS

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

Story: “Hickenlooper weighing certificates of need for new hospitals,” Nov. 15

Commenter: Sonya
“We need this in our neighborhood. Ridiculous oversaturation of medicine in SE FoCo, and I’m sure duplication of pricey equipment that does not help bring overall costs down.”

Commenter: Jonathan Berman
“As a former employee/physician of a very successful urgent care center that is being converted to a 24/7 ER I have first hand knowledge that these are moves that have much more to do with profit motive then better care for the local community. Bravo for the governor seeing this for what it is, more avarice and greed!!!”

Story: “Robot gives leg up on competition in knee surgery,” Nov. 11

Commenter: Bill
“It is all about outcomes. Most patients who need this proce-

Building sales muscles

Most professional organizations with a sales force budget time for training of their team. They understand that selling, like any profession that uses skills also requires a commitment for skill improvement. Hence, they will have a weekly, monthly or quarterly sales meeting to work on skills. This is often more difficult for teams with a remote sales force as it can be a challenge to get everyone together. With technology and video conferencing, even that obstacle can be overcome.



SALES SMARTS
BOB BOLAK

When evaluating their training commitment, an organization should ask themselves: Are our sales-training meetings really training meetings, designed to improve selling skills? Or, are they really “housekeeping” meetings where we spend the majority of time going over sales goals, our products and services and internal matters. Housekeeping meetings are important, but often consume time that would have been spent on skill development. Many sales leaders make a concerted effort to run separate meetings to be sure that skill development doesn’t take a back seat.

In today’s fast-paced environment, some companies are challenged to justify making a training commitment to their team. Common justification for not training might be “we hire experienced people and expect them to do their job.” Or, “we’ve already trained them — we did a one-week new-hire orientation when we brought them aboard and do an annual sales kickoff meeting.” If an organization is still able to field a team of top professionals who consistently over-achieve goals and outpace competitors, then these beliefs are working. However, for other organizations that struggle with leading the entire team to beat quotas and consistently win versus the competition, they might look at the following training best practices.

While many veteran salespeople have solid selling skills, are they truly achieving at their maximum potential? Consider this: A professional golfer has a swing coach. A professional vocalist has a voice coach. Doctors, attorneys and CPAs (licensed professionals) make a substantial time commitment to continuing education.

Most adults learn by doing, rep-

etition and ongoing reinforcement. If my training consists of a half day every quarter, how much of that training am I actually retaining, and how does my sales leadership even know I’m using it? Imagine going to a half-day training three or four times per year to become an engineer?

As we know, the selling profession doesn’t enjoy the same fine reputation as some of the other professions listed above. Could it be that’s because we minimize the commitment and skill development that is required to be a professional salesperson? If so, think about putting a professional development plan together for your sales team and the individual members of the team. Here are some key facets of a training plan:

- Inventory your team’s skill deficits. Next, put a regularly scheduled training meeting cadence in place. Most organizations committed to skill development find that anything less than one training meeting per week is too little.
- Plan your training curriculum on a calendar. Schedule out topics to close identified skill gaps and prepare the training in advance. Those of us who have walked into the training meeting only having prepped 15-minutes before know that we were weak trainers and our team knows it. If they are going to commit their time than we need to show them the respect of preparation.
- Once the training is scheduled, it needs to happen and not be preempted or cancelled. This is no different than joining a health club, not using the membership and feeling out of shape. Salespeople need to go to the “sales gym” to stay fit so that when they hear that prospect objection or are at a moment of truth while closing a big sale, their sales ‘muscle memory’ takes over and they act out of conditioning, avoiding mistakes.
- One final training rule you might adopt to be sure there is ROI on your training: “Training without implementation is expensive entertainment,” so be sure to have a follow-up accountability plan in place. This could be a set of behavioral commitments the salesperson makes to commit to trying the training techniques with prospects and customers and/or ride-alongs and recorded calls with sales leadership where the training concepts and behaviors are observed in real time.

Bob Bolak is president of Sandler Training. He can be reached at 303-579-1939 or bbolak@sandler.com.

A BETTER WAY TO TAKE CARE OF BUSINESS

You don't profit from sick employees. Why does your health provider?

In an industry built on fee-for-service care, Kaiser Permanente succeeds because we're built around prevention and the highest quality care. One *Harvard Business Review* article described our care as "untainted by any economic conflict of interest."* And an industry report by *The Economist* said we promote economy and quality care with "no financial motive to order unnecessary procedures."†

Choose better. Choose Kaiser Permanente.

* Lew McCreary, "Kaiser Permanente's Innovation on the Front Lines," *Harvard Business Review*, September 2010.

† "Another American Way," *The Economist*, May 1, 2010.

kp.org/choosebetter

 KAISER PERMANENTE®

Breaking Ground

The Portal for New Development Projects

A RUNDOWN OF EMERGING DEVELOPMENT PROJECTS



Who is building what in the Boulder Valley and Northern Colorado?
Featuring projects, companies, sizes, timelines, renderings and more.



970.461.7733

300 E. 16th St.
Greeley, CO 80631

5285 McWhinney Blvd, Suite 160
Loveland, CO 80538

Proudly serving the Northern Colorado Region by
providing creative solutions to challenging public infrastructure,
land development and energy projects.

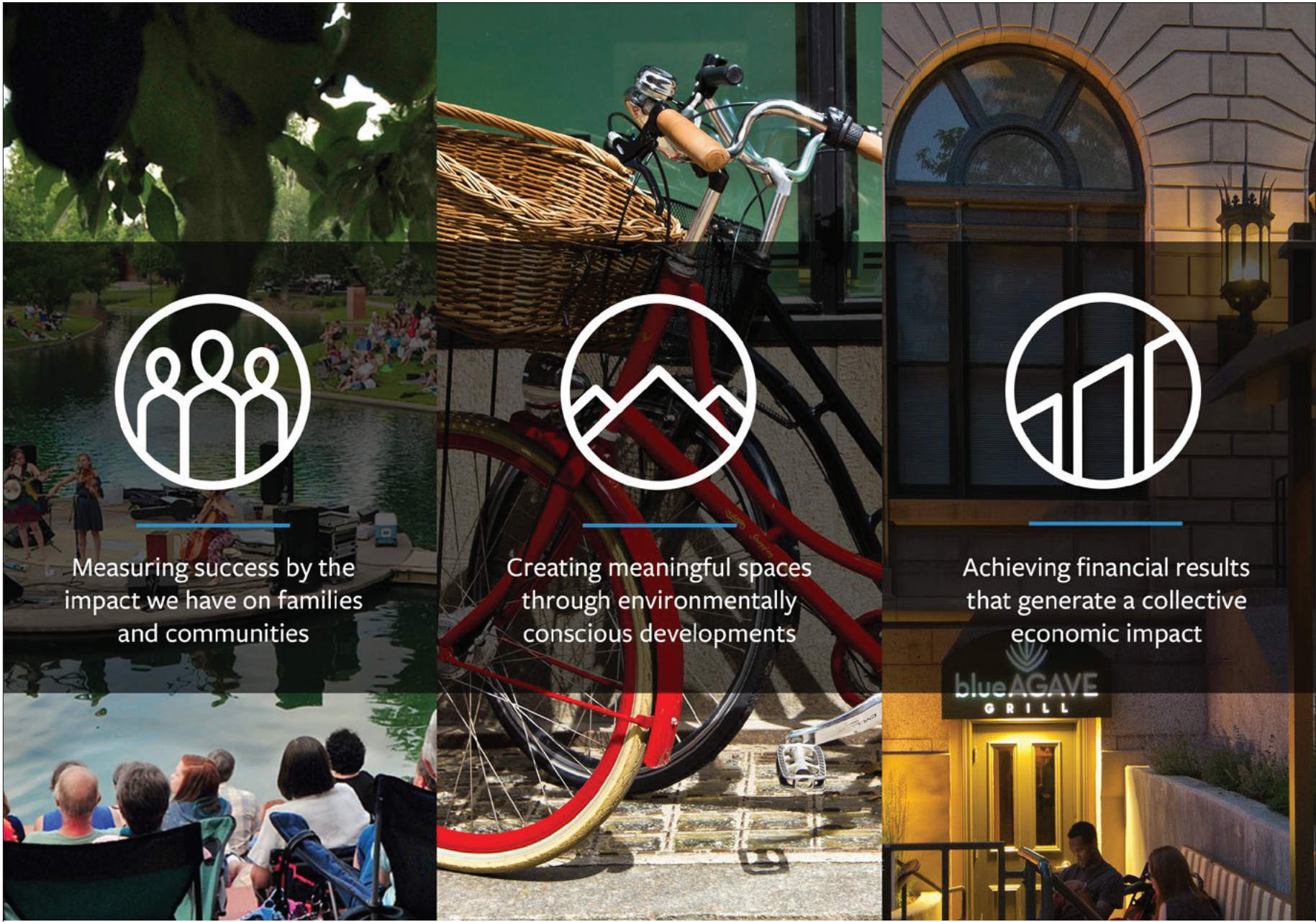
 **OLSSON**[®]
ASSOCIATES

CIVIL DESIGN | SURVEY |
CONSTRUCTION OBSERVATION |
GEOTECHNICAL | MATERIALS TESTING



olssonassociates.com





Measuring success by the impact we have on families and communities

Creating meaningful spaces through environmentally conscious developments

Achieving financial results that generate a collective economic impact



BRINKMAN

For over a decade, we’ve successfully shaped the real estate landscape of Northern Colorado. Now we’re innovating and changing the way we do business. Our gauge for success is not rooted in dollar signs. It’s rooted in the impact our projects have on families and communities.

DEVELOPMENT | INVESTMENT | REAL ESTATE MANAGEMENT

Announcing Breaking Ground

BizWest Special Section B | **BW** | December 2016

Breaking Ground

The Portal for New Development Projects

A RUNDOWN OF SOME OF THE
REGION'S EMERGING DEVELOPMENT PROJECTS



Who is building what in the Boulder Valley and Northern Colorado?
Featuring projects, companies, sizes, timelines, renderings and more.




CIVIL DESIGN | SURVEY |
CONSTRUCTION OBSERVATION |
GEOTECHNICAL | MATERIALS TESTING

970.441.7733
300 E. 14th St.
Greeley, CO 80631
5285 McWhinney Blvd, Suite 160
Loveland, CO 80538

Proudly serving the Northern Colorado Region by
providing creative solutions to challenging public infrastructure,
land development and energy projects.

OLSSON
ASSOCIATES

olssonassociates.com




BizWest

The Business Journal of the
Boulder Valley and Northern Colorado

■ 3004 Arapahoe Ave., Second Floor, Boulder, CO 80303 | 303-440-4950

■ 1550 E. Harmony Road, Fort Collins, CO 80525 | 970-221-5400

BizWest.com

Let's break some new ground.

Few projects in recent years have drummed up as much excitement among BizWest's audience as Breaking Ground, a print publication and online portal of proposed development projects in the Boulder Valley and Northern Colorado.

As we've discussed this project with general contractors, developers, city officials, architects, engineers, commercial and residential brokers, bankers, economic developers — and many others — the enthusiasm has been remarkable.

Those who've had a sneak peek at the online system have provided invaluable input on desired features. Many of those have already been implemented, and more will be in the future. This has truly been a collaborative effort.

So what, exactly, is "Breaking Ground"? In short, it's a website offering of BizWest Media LLC that will list every new development project of size in Boulder, Broomfield, Larimer and Weld counties.

We're also taking some of those projects — about 50 — and featuring them in this special section of BizWest. The print publication will by no means be exhaustive but provides a taste of the many projects that are rising from the ground in our region.

And, this project has done so well in print that we will produce a print section on a quarterly basis in our Real Estate and Construction section. Look for more and updated projects in the quarters ahead.

Now, for more on the website: The Breaking Ground website will be updated daily, with each project vetted by a member of the BizWest editorial team to ensure that we're presenting only the most-relevant projects possible. Users will be able to seek the project's location, as well as a brief description of the proposal and key players from the developer and city staff. Where possible, we will link to actual documents on file with local planning departments.

But that's not all. We decided early on that Breaking Ground should include "more than just a dot on the map." We've undertaken the enormous task of bringing in more than 2 million property records from four local assessors and the U.S. Geological Survey. That enables us to show ownership of the parcels, as well as their shape. This provides important spatial context for anyone wanting to view developments in the planning process.

With that data, ownership information can be searched for any parcel within our coverage area. But the true power of Breaking Ground is in the development search functionality. Users can search, for example, for office projects in Boulder, retail developments in Greeley, industrial proposals in Longmont — you name it.

Categories in the initial phase will include:

- Health care.
- Hotels.
- Industrial.
- Mixed-use.
- Office.
- Residential subdivisions.
- Retail.
- Multifamily.
- Storage facilities.

We'll add other categories in the future, as the need becomes apparent.

If our daily perusals of city development projects miss something, users can let us know by submitting their own projects with an easy-to-use online form. Or, if you'd like to see your project included, email cwood@bizwest.com.

In the meantime, enjoy this snapshot of the many, varied and significant projects emerging in the Boulder Valley and Northern Colorado.

Jeff Nuttall can be reached at 303-630-1955, 970-232-3131 or via email at jnuttall@bizwest.com.

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

CREW Northern Colorado
exists to influence the success of the
commercial real estate industry by
advancing the achievements of women.



**CREW NORTHERN
COLORADO**

A chapter of **CREW NETWORK®**

**Thanks to our
2016 Board of Directors
for their hard work and dedication
to CREW Northern Colorado!**

- Debbie Davis** – President
- Sharon Ross** – President Elect
- Joe Merkle** – Treasurer
- Megan Baumhover** – Secretary
- Jennifer Lynn Peters** – Board Member
- Arleen Brown** – Board Member
- Jamie Davis** – Board Member
- Hayley Hermstad** – Board Member

c r e w n o r t h e r n c o l o r a d o . c o m

COLORADO SPRINGS | DENVER | FORT COLLINS | DUBAI | ISTANBUL

**Delivering
PERFORMANCE
EXCELLENCE
Every. Time.**

**COMMERCIAL
CONSTRUCTION**

**FACILITY
RENOVATIONS**

**FEDERAL
CONSTRUCTION**

**MULTI-FAMILY
HOUSING**

**BRYAN
CONSTRUCTION, INC.**

**U.S. GREEN BUILDING COUNCIL
LEED CERTIFIED
USGBC**

**BEST
BUSINESS**

WWW.BRYANCONSTRUCTION.COM 855.391.5355



TAKE A MOMENT.
LET'S TALK FLOORS.
AND THE TIME IT TAKES
TO FRAME THEM. AND THE
OUTCOME YOU EXPECT.
AND A DREAM HOME THAT
NEEDS TO FIT YOUR BUDGET.

Alpine Lumber has innovative solutions, like our exclusive *FastFrame Floor* system that saves time and money without sacrificing quality. So — please take a moment to talk floors with us or ask your contractor to.

www.alpinelumber.com

Employee Owned and Operated Since 1963

**FastFrame
Floors**





1005 on the Block

1005 14th St., Boulder
Developer: 14th & Euclid LLC
General contractor:
Architect: Sopher Sparn Architects LLC
Cost: N/A
Square feet: 14,600
No. of units: 9
Type: Apartments
Construction start: September 2016
Completion: August 2017
Description: Located in the University Hill neighborhood, this nine-unit apartment building is dedicated to off-campus student housing. This three-story building is made up of two-, three- and four-bedroom units complete with modern interiors and balconies, along with an inner courtyard on the main level. The building will also have 49 new underground parking spaces and three new surface parking spaces.

215 Mathews Street Offices

215 Mathews St., Fort Collins
Developer: Development Co. LLC
General contractor: Dohn Construction Inc.
Architect: N/A
Type: Office
Construction start: N/A
Completion: July 2017
Square feet: 11,902
Description: Located in the downtown area, this building is nestled in between old buildings that embody the classic architecture that defines old Fort Collins. The design intent was to carry on the feel of the original architecture with the classic brick and stone veneer, but also provide the building with its own identity with darker colors. The first level contains parking, with the lobby entrance on the east side. An elevator provides access to all three floors. The second floor has common area restrooms, and open space for a future tenant build-out. The third floor will be the new home to Cline Williams Wright Johnson & Oldfather, a law practice that currently resides a few blocks away in an office along College Avenue. The interior design aspects for the third floor bring in a combination of off-whites, greys, and blues, and finish off with oil rubbed bronze finishes in the light fixtures and door hardware. This new building will provide a sophisticated look and feel among the classic red brick that is Old Town Fort Collins.




320 Maple St. Mixed-Use

320 Maple St., Fort Collins
Developer: Development Co. LLC
General contractor: Dohn Construction Inc./DCI Residential Inc.
Architect: N/A
Cost: N/A
Square feet: 47,828
Type: Mixed-use
Construction start: N/A
Completion: July 2017
Description: This four-story mixed-use building will be comprised of 29 one- and two-story condominiums and a first floor of commercial space. The building will feature a parking garage on the ground level and a courtyard on the second level.




Agilent Technologies Inc.

West of Silver Birch Boulevard and north of Tipple Parkway, Frederick
Developer: Agilent Technologies Inc.
General contractor: GE Johnson Construction Co.
Architect: CRB
Cost: \$120 million
Square feet: 130,000
Type: High tech
Construction start: October 2016
Completion: Late 2017
Description: Agilent has acquired 20 acres in Frederick in Weld County, where it is building a pharmaceutical-manufacturing facility. The expansion will enable the company to more than double its commercial manufacturing capacity for nucleic acid active pharmaceutical ingredients.



LAND DEVELOPMENT
PUBLIC INFRASTRUCTURE
LAND SURVEYING
WATER RIGHTS
DRINKING WATER TREATMENT
WASTEWATER TREATMENT
AQUATICS DESIGN



LAMP RYNEARSON


Leaving a Legacy of
Enduring Improvements to
Our Community *Since 1959.*

4715 Innovation Drive P | 970.226.0342
Fort Collins, CO 80525 www.LRA-Inc.com

University of Colorado Boulder
Center for Academic Success & Engagement
Groundbreaking August 2016


**GH Phipps - Proudly Serving
the Northern Front Range**

since **1952**



Architect Rendering: OZ | BORA

www.GHPhipps.com



Fort Collins
4800 Innovation Drive
Fort Collins, CO 80525
970.776.5500

Laramie
3840 Fort Misner Lane
Laramie, WY 82073
307.745.4866

Corporate Office
5995 Greenwood Plaza Blvd
Greenwood Village, CO 80111
303.571.5377

INSPIRE • LEAD • DELIVER

**Commercial • Medical • Higher Ed • Industrial • Hospitality • Aerospace
Federal / State • Science & Technology • Multifamily**

FLOORZ





Kate Saer
Fort Collins
E: ksaer@floorz.com
P: 970.556.9104

Denver
Colorado Springs
Fort Collins



ENGAGED EXPERIENCED FLOORING PARTNERS

With years of product and technical experience, we partner with project teams to provide success and long term satisfaction.

We are a market leader and involved locally to provide a level of service unmatched by our competitors.

Local Project Partnerships:

- CSU Health and Medical Center
- CSU Stadium
- CSU Aggie Village North
- Fort Collins Museum of Discovery
- High Country Beverage
- Morningstar Assisted Living
- Colorado Youth Outdoors
- Noosa Yoghurt Plant Expansion
- Employment Solutions
- FE Warren Air Force Base
- Larimer County Sherriff's Office
- Larimer County Alternative Sentencing
- Kaiser: Fort Collins - Loveland - Greeley
- NCMC Cancer Center and Pharmacy
- Severance Town Hall
- IBMC Greeley
- Loveland Fire Station No. 2
- PVH ICU Renovation

Brands at The Ranch

Northeast corner of Interstate 25 and Crossroads Boulevard, Loveland

Developer: Water Valley Land Co./Stellar Development LLC

General contractor: N/A

Architect: N/A

Cost: \$500 million

Square feet: 1,890,000, including 425,000 (retail) and 426,500 (office)

No. of units: 825 (apartments)

Type: Mixed-use, office, retail, hotels, apartments

Construction start: First quarter, 2017

Completion: Fall 2018

Description: Water Valley Land Co. announced plans in May for the new lifestyle retail development, which is slated to include 425,000 square feet of retail space, 426,500 square feet of office space, two hotels, a movie theater and 825 apartments.



Center for Academic Success and Engagement (CASE)

University of Colorado Boulder

Developer: University of Colorado

General contractor: GH Phipps Construction Cos.

Architect: OZ Architecture

Cost: \$37.8 million

Square feet: 104,000

Type: Higher education

Construction start: August 2016

Completion: November 2017

Description: Classroom and office spaces to be constructed over the Euclid Avenue AutoPark as part of the new Center for Academic Success and Engagement (CASE). Student services include admissions, academic advising, outreach and development.



Colorado State University Medical Center

Northwest corner of South College Avenue and Prospect Road

Developer: Colorado State University

General contractor: Adolfson & Peterson Construction

Architect: Bennett Wagner Grody Architects

Cost: \$59 million

Square feet: 113,000

Type: Health care

Construction start: Spring 2016

Completion: Spring 2017

Description: The 113,000-square-foot building will be home to the existing CSU Health Network, which provides a full range of medical, mental-health and health-education and prevention services to CSU students. The new center also will house public health-care services provided by University of Colorado Health and Associates in Family Medicine, including a walk-in clinic and occupational health services. In addition, the facility will feature a new Columbine Health Systems Center for Healthy Aging, providing space and a framework for collaborative research on aging and educational, outreach programs.



Colorado State University stadium

Northwest corner of Pitkin Drive and Whitcomb St.

Developer: Colorado State University/Icon Venue Group

General contractor: Mortenson Construction

Architect: Populous

Cost: \$254 million

Square feet: 635,000

Capacity: 41,200

Type: Higher Education

Construction start: September 2015

Completion: June 2017

Description: The stadium will have a total capacity of 41,000, including 10,000 student seats. There are more than 800 club seats supported by a 11,600-square-foot Stadium Club, 40+ Loge Boxes, 22 Luxury Suites and 112 concession points of sale. There is 78,000 square feet of covered concourse space. A new plaza on the north side of the building will welcome fans to the site and provide landscaped space for year-round events.



Copperleaf Place

3425 S. Shields St., Fort Collins

Developer: Brinkman

General contractor: Brinkman Construction

Architect: Infusion Architects

Cost: \$16 million

Square feet: 80,800

No. of units: 94

Type: Apartments

Construction start: May 2017


Completion: February 2018

Description: Copperleaf Place meets the constantly increasing demand for one- and two-bedroom apartment housing in Fort Collins in an infill location. Along the midtown corridor of the city, Copperleaf Place will be situated one mile from a community college, two miles from the newly redeveloped mall and with close proximity to large tech employers along the Harmony Corridor.

BUILT ON Trust


“Trust can be a matter of life and death in this business. In the field, I learned how to trust others and to be trustworthy. I’ve now taken those lessons into the office and expect the same level of trust from myself and others.”

Jereamy
Project Superintendent



HENSEL PHELPS
Plan. Build. Manage.

Publishes April 2017




This directory provides readers with a toolbox full of information about construction companies, architects, engineers, general contractors, a variety of subcontractors, and much more through editorials, ranked lists and an extensive, detailed directory.

MORE INFORMATION, CONTACT YOUR ACCOUNT MANAGER OR:

Sandy Powell
970-232-3144 or 303-630-1954
spowell@bizwest.com





BizWest
The Business Journal of the
Boulder Valley and Northern Colorado



COE
CONSTRUCTION INC


Banks
Hotels
Medical

Offices
Restaurants
Retail



Coe Construction, Inc.
2302 East 13th Street
Loveland, CO 80537
Phone: 970-663-7636
www.coeconstruction.com

building our community
one vision
at a time.



commercial | medical | multi-family
quality construction management
you can trust.

DCI
DOHN CONSTRUCTION, INC.

2642 Midpoint Drive
Fort Collins, CO 80525
970-490-1855
www.dohnconstruction.com

DELO Apartments

1111 South St., Louisville
Developer: RMCS LLC
General contractor: Bryan Construction Inc.
Architect:
Cost: \$20,571,550
Square feet: 115,644
No. of units: 130
Type: Apartments
Construction start: June 2016
Completion: August 2017
Description: Four 3-story buildings totaling 130 apartment units and tenant amenities area located in the heart of downtown Louisville. The DELO apartments will provide a living option for those wanting to be directly connected to the growing downtown Louisville area.



DELO Commercial

1155 Cannon St., Louisville
Developer: N/A
General contractor: Bryan Construction Inc.
Cost: \$6 million
Square feet: 32,454
Type: Commercial
Construction start: August 2016
Completion: August 2017
Description: Three-story core and shell commercial space located adjacent to the DELO Apartments in downtown Louisville. Future buildout plans to include leasable office space, as well as a first level restaurant.



DELO Townhomes

Between Griffith and South streets, Louisville
Developer: Boulder Creek Neighborhoods (townhomes); RMCS LLC (overall)
General contractor:
Architect: KGA Studio Architects PC
Cost: N/A
Square feet: N/A
No. of units: N/A
Type: Townhomes
Construction start: November 2015
Completion: N/A
Description: Short for Downtown East Louisville, DELO is a mixed-use urban infill project that will create responsibly scaled residential, office and retail opportunities. Located on the site of an abandoned concrete batch plant, DELO is an exciting urban-renewal project located a short walk from Louisville's historic downtown.



Doubletree by Hilton Greeley

919 Seventh St., Greeley
Developer: Lincoln Park LLC
General contractor: Hensel Phelps Construction Co.
Architect: Johnson Nathan Strohe
Cost: \$31 million
No. or rooms: 147
Type: Hotel
Construction start: April 2016
Completion: August 2017
Description: The new six-story, 147-room DoubleTree by Hilton Greeley hotel and conference center will be located on the former site of the city's Lincoln Park Library, municipal court and Fire Station No. 1. The hotel will feature a full-service restaurant, pool, and 14,000 square feet of flexible meeting space, which includes a 12,000-square-foot ballroom. The hotel will be operated by Providence Hospitality Partners.



The Elizabeth Hotel

354 Walnut St., Fort Collins
Developer: Bohemian Cos., McWhinney, Sage Hospitality
General contractor: Hensel Phelps Construction Co.
Architect: 4240 Architecture
Cost: N/A
Square feet: 117,664
No. of rooms: 164
Type: Hotel
Construction start: May 2016
Completion: Fall 2017
Description: The Elizabeth will be a modern upscale hotel focused on community, music, expert design and service. The 164 room hotel will feature locally curated art from students, professors and musicians. Music will carry through the building with accents in the interior design, programming, amenities and experiences to reflect the scene in the city. From the vibrant lobby bar to the upscale roof top lounge, local beverages will be served with spirited entertainment. The hotel will offer 3,500 square feet of meeting and event space including patio space with views of Walnut Street.



*Many thanks to the AEC community
for supporting our small business
for over 40 years.*



Digital BW & Color Blueprinting
Color & BW Scanning
Laminating & Mounting
Digital Color Printing

Posters and Art Reproductions
Banners & Tradeshow Graphics
Spec Books & Manuals
Brochures & Flyers

REPROGRAPHICS INC
DIGITAL BLUEPRINTING - LARGE FORMAT COLOR - LAMINATING & MOUNTING
2600 Canton Ct. Suite E Fort Collins, Colorado 80525
www.reprofortcollins.com 970-224-9999



PALMER PROPERTY MANAGEMENT
COMMERCIAL REAL ESTATE SERVICES



**CREATING OPPORTUNITIES
ACHIEVING RESULTS**

- ◆ Full range of commercial property management services
- ◆ Monthly and annual financial reporting
- ◆ Capital improvement planning
- ◆ Managing day-to-day operations
- ◆ Coordinating maintenance and vendors

**SERVING NORTHERN COLORADO
FOR OVER 30 Years**

Brooke Tamlin at btamlin@palmerpropertiesco.com
970-204-4000
www.PalmerPropertiesCo.com



**Gaylord Rockies Resort
& Convention Center
Aurora, Colorado**



CTL | THOMPSON

With 45 years of experience in site acquisition, due diligence, design, and construction observation, CTL | Thompson's pro-active approach helps the owner and design team identify and solve potential problems early on in the project, saving our clients time, money, and headaches.

Let CTL | Thompson be YOUR trusted advisors.

**GEOTECHNICAL
MATERIALS TESTING
STRUCTURAL
ENVIRONMENTAL
EARTH RETENTION**



400 NORTH LINK LANE, FORT COLLINS, COLORADO
PH: 970.206.9455
fc@ctlthompson.com
www.ctlthompson.com

Embassy Suites/Hilton Garden Inn/Offices

Northwest corner of 28th Street and Canyon Boulevard
Developer: NAI Shames Makovsky/LJD Enterprises/Sage Hospitality
General contractor: Milender White Construction
Architect: JG Johnson Architects,
Cost: N/A
Square feet: 42,000 (office building)
No. of rooms: 203 (Embassy Suites), 172 (Hilton Garden Inn)
Type: Hotel, office
Construction start: April 2015
Completion: 2017

Description: Ground breaking was held in April 2015 for this project to redevelop the former Golden Buff motel and Eads Newsstand. The two-block site will feature the two five-story hotel buildings developed by NAI Shames Makovsky, along with LJD Enterprises' four-story office building. The hotels will share a pool and back-of-the-house space. Underground parking will also be shared with two stories of valet and self-parking for the hotels and dedicated spaces for the office complex.



The Exchange

200 N. College Ave., Fort Collins
Developer: Brinkman
General contractor: Brinkman Construction
Architect: alm2s
Cost: \$8 million
Square feet: 35,000
Type: Mixed-use, office, retail, restaurant
Construction start: January 2017
Completion: August 2017

Description: The Exchange plays on the vibrancy and character of Old Town and will include restaurants, retail and creative office spaces. The inviting outdoor community plaza will consist of shipping containers turned into restaurants, Churn ice cream, community-style picnic tables, and an entertainment district.



The Foundry

First to Fourth streets, between Lincoln and Cleveland avenues, Loveland
Developer: Brinkman
General contractor: Brinkman Construction
Architect: OZ Architecture
Cost: \$75 million
Square feet: 375,000
No. of units: 155
No. of rooms: 100 (hotel)
Type: Mixed-use, retail, hotel, apartments
Construction start: April 2017
Completion: August 2018

Description: The Foundry is set to revitalize Loveland's historic downtown through the transformation of three empty city blocks. The redevelopment will create urban living units and a hotel surrounding a large central plaza for gathering and entertainment. A parking garage, office space, and a 625-seat movie theater will provide a place for residents and visitors to live, work, and play. The center of The Foundry will serve as an epicenter of entertainment with outdoor walkways, seating and ample space for programming.



Front Range Orthopedics & Spine

1600 Dry Creek Drive
Developer: Macy Development Co. LLC
General contractor: Brinkman Partners
Architect: Boulder Associates
Cost: \$12 million
Square feet: 32,000
Type: Health Care
Construction start: May 2016
Completion: March 2017

Description: The building will house 10 orthopedic specialists, have two surgical suites, ambulatory services and a 2,000-square-foot area devoted to physical therapy. The company will continue to operate smaller offices in Frederick and Lafayette.



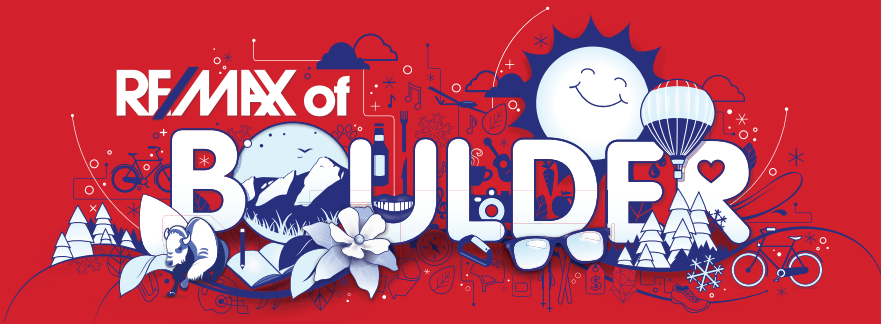
Ginger and Baker

359 Linden Ave., Fort Collins
Developer: 359 LLC
General contractor: Dohn Construction Inc.
Architect: N/A
Cost: N/A
Square feet: 18,981
Type: Retail, restaurant
Construction start: N/A
Completion: August 2017

Description: Ginger and Baker will be a three-story building converted from the former Feeder's Supply building. The plans include a complete renovation of the 106-year-old building and a new three-story addition in the adjacent lot. Once complete, Ginger and Baker will contain a pie shop, two restaurants, a coffee/retail shop, private wine cellar, dining room, and rooftop restaurant/bar to the historic downtown spot.



Have a Wonderful Holiday Season!



‘Tis the season to say thanks to all our friends and clients who have helped support our local nonprofit partners.



Call us for all your real estate needs at 303.449.7000



2425 Canyon #110 | 1320 Pearl
BoulderCO.com



Official REALTORS of CU Athletics



Connecting with the Community
BoulderSource.com

Good Samaritan Water Valley Senior Resort Dining and Chapel Addition

805 Compassion Drive, Windsor
Developer: The Evangelical Lutheran Good Samaritan Society
General contractor: Dohn Construction Inc.
Architect: N/A
Cost: N/A
Square feet: 4,400
Type: Health care, residential
Construction start: N/A
Completion: April 2017
Description: This project will be comprised of a 4,400 square foot addition to the existing Good Samaritan Water Valley Senior Resort, including a dining area and chapel.



Google Inc.

30th and Pearl streets, Boulder
Developer: Forum Real Estate Group, Brickstone Partners
General contractors: Saunders Construction Inc.
Architect: Tryba Architects
Cost: \$150 million
Square feet: 300,000
Type: Office
Construction start: August 2015
Completion: Fall 2017 (first phase)
Description: Developers broke ground in August 2015 on the first phase of the \$150 million Google project, which is slated to create a new 300,000-square-foot campus on 4.33 acres of land that wraps around the Chase Bank property at the southwest corner of 30th and Pearl streets. The first phase is to include two of the three buildings — about 200,000 square feet of space — on the southern portion of the property. Phase 2 will include the third building.

Harmony Commons

Southwest corner, Harmony Road and Lady Moon Drive, Fort Collins
Developer: Brinkman
General contractor: Brinkman Construction
Architect: R4Architects
Cost: \$10.5 million
Square feet: 25,000
Type: Mixed-use, office, hotels, retail, restaurant
Construction start: June 2016
Completion: May 2017
Description: Harmony Commons is Northern Colorado's newest neighborhood gathering place. The center will offer restaurants, retail, and neighborhood services. It embraces the vibrant culture of Fort Collins through local retailers, open walkways, outdoor communing areas, and unique design. To date, the project will include Harbinger Coffee, MidiCi Pizza, Potbelly Sandwich Shop, a local Brewpub, and a Fairfield Inn & Suites by Marriott. The project also includes a 20,000-square-foot office building.



High Plains Environmental Center

2698 Bluestem Willow Drive, Loveland
Developer: High Plains Environmental Center
General contractor: COE Construction Inc.
Architect: Hauser Architects
Cost: \$925,000.00
Square feet: 1,680 Sq Ft
Type: Office
Construction start: October 2016
Completion: March 2017
Description: High Plains Environmental Center will include new site work and headquarters for a Non Profit Entity, consisting of learning area, offices, and workrooms.



Milestone Apartments

4707 Le Fever Drive, Fort Collins
Developer: Milestone Development Group
General Contractor: Bryan Construction Inc.
Cost: \$39,400,680
Square feet: 250,000
No. of units: 276
Type: Apartments
Construction start: August 2016
Completion: April 2018
Description: New construction of a multifamily apartment complex. This project will include 10 apartment buildings, 1 clubhouse/pool and multiple garages for a total of 276 units.

**OUT OF THE ORDINARY
REAL ESTATE DEVELOPMENT**



Custom Deals. Lower Fees. Reliable Costs.

integrated development-design-build
Celebrating 50 years of venturing through the
development, design and construction industry.
www.neenan.com

NEENAN
ARCHITSTRUCTION®

Energy Savings Using JAS LED New & Retrofit Programs

JAS LED is a direct-from-the-manufacturer provider of interior and exterior LED lighting solutions for commercial, industrial and DOT-approved outdoor fixtures. JAS LED uses US and international manufacturers to provide clients with energy cost savings. End users **save up to 70% of their lighting costs**, receive rebates from utility companies such as Xcel, and have a replacement cost guarantee.

Contact **JAS LED** to get on the schedule for early 2017 installation or retrofit. Then start saving.




2770 Arapahoe Road #132-247
Lafayette, CO 80226
720-352-8353

WWW.JASLED.COM

LUMBER & BUILDING MATERIALS
FLOORING
CABINETRY
WINDOWS & DOORS
INSTALLED INSULATION
HARDWARE
BATHROOM FIXTURES
LIGHTING
AND MORE!

Sutherlands®
LUMBER & DESIGN GALLERY






**Northern Colorado's
Largest One-Stop
Lumberyard and
Design Center**

Services For The Builder, Remodeler,
Designer & Homeowner!

Sutherlands Lumber & Design Gallery
is a comprehensive building materials
and home design facility.

2100 E. PROSPECT ROAD • FORT COLLINS • (970) 226-1000 • WWW.SUTHERLANDS.COM

Old Chicago

1102 Pearl St., Boulder
Developer: PMD Realty/Phil Day
Architect: Bray Architecture Inc.
Cost: N/A
Square feet: 15,380
Type: Restaurant, office, retail
Construction start:
Completion: N/A

Description: Demolition of single-story non-contributing restaurant building and proposed three-story building plus basement. Current proposal includes 5,900 square feet at the ground floor of retail/restaurant and second floor of 6,200 square feet of office and another 3,235 square feet of office at the third floor.



Residence Inn by Marriott, Boulder

2550 Canyon Blvd., Boulder
Developer: Stonebridge Cos.
General contractor: RVC Construction
Architect: Newman Architecture
Cost: N/A
Square feet: N/A
No. of rooms: 155
Type: Hotel
Construction start: Spring 2016
Completion: Late 2017

Description: The 155-room hotel will be located at 2550 Canyon Blvd., adjacent to the Village Shopping Center, about a mile from the University of Colorado's campus.



Residence Inn by Marriot, Greeley

2495 W. 28th St., Greeley
Developer: Insignia Hospitality Group
General contractor: N/A
Architect: N/A
Cost: N/A
Square feet: N/A
No. of rooms: 110
Type: Hotel
Construction start: Fall 2016
Completion: 2017

Description: Insignia Hospitality Group of Midland, Texas, is building a four-story, 110-room Residence Inn by Marriott at the former site of a Carmike Theater in Greeley. The group, through Greeley RI Development LP, purchased the 4.3-acre site at 2495 W. 28th St. off U.S. Highway 34 from Carmike Cinemas Inc. for \$1.1 million in January 2015 and subsequently demolished the theater.

RP Plaza - Old Town West

Northeast corner of South College Avenue and East Mulberry Street, Fort Collins
Developer: Eric Holsapple and Don Marostica
General contractor: N/A
Architect: N/A
Cost: N/A
Square feet: N/A
Type: Apartments, retail
Construction start: N/A
Completion: N/A
Description: Six-story building for apartments and retail to be built above a parking garage next to a Safeway grocery store at 460 S. College Ave. The project also includes adding two stories above the Mulberry Max Wine and Spirits store next to Safeway.



The Rêve

3000 Pearl St., Boulder
Developer: Southern Land Co.
General contractor: N/A
Architect: OZ Architecture
Cost: N/A
Square feet: 133,200 (office and retail)
No. of units: 244
Type: Office, retail, apartments
Construction start: Fall 2016
Completion: N/A

Description: The Rêve will be Southern Land Company's first in the Boulder market. The plan for the community is to offer multiple lifestyle choices including micro, studio, efficiency, 1, 2 & 3 bedroom, town home, and live/work residences. The plan contains 244 residences, 24,500 square feet of retail space, 108,700 square feet of office space, and ample green space and bike paths.



BizWest

The Business Journal
of the Boulder Valley
and Northern Colorado



THE BIZWEST 500

FEATURING SEVEN LISTS FOR A TOTAL OF 500 COMPANIES

- Mercury 100 - Fastest Growing Companies in the Boulder Valley
- Mercury 100 - Fastest Growing Companies in Northern Colorado
- Top 100 Largest Private-Sector Employers — Boulder Valley
- Top 100 Largest Private-Sector Employers - Northern Colorado
- Top 50 Public-Sector Employers
- Top 25 Public Companies
- Top 25 Highest-Paid Executives

PUBLISHES JUNE 2017

DISTRIBUTION

BizWest subscribers, digital version sent to more than 11,000 email newsletter subscribers, available for one year at bizwest.com

Contact your account manager today!
Sandy Powell 303-630-1954 or 970-232-3144
spowell@bizwest.com

Scheels

4755 Ronald Reagan Blvd., Johnstown
Developer: Scheels
General contractor: Sampson Construction Co. Inc.
Architect: N/A
Cost: \$55 million
Square feet: 260,000
Type: Retail
Construction start: April 2016
Completion: September 2017
Description: Multi-level sporting-goods store.



South Main Station

150 Main St., Longmont
Developer: Pathfinder Partners LLC, 150 Main LLC
General contractor: N/A
Architect: Shears Adkins Rockmore
Cost: N/A
Square feet: 9,300
No. of units: 314
Type: Mixed-use, apartment, retail
Construction start: December 2017
Completion: N/A
Description: South Main Station represents a redevelopment of the former Butterball turkey-processing plant in the heart of downtown Longmont. The project will include 314 apartments, as well as retail space.



S'Park Ciclo

3390 Valmont Road, Boulder
Developer: The John Buck Co.
General contractor: N/A
Architect: Sopher Sparn Architects LLC
Cost: \$8,530,000
Square feet: 57,901
No. of units: 36
Type: Mixed-use: Apartments/Office/Retail
Construction start: May 2017
Completion: April 2018
Description: Ciclo, which means cycle in Italian, is intended to be a showcase for creativity and community interaction in the S'Park development set for Boulder Junction. The ground floor is designed to be a continuous showcase for Community Cycles, a Boulder-based nonprofit that promotes cycling throughout the community, along with other commercial, retail and/or restaurant space. The upper floors will be dedicated to 36 deed-restricted permanently affordably one- to three-bedroom residences.



S'Park West

Boulder Junction, 30th and Pearl Streets, Boulder
Developer: Element Properties
General contractor: N/A
Architect: Sopher Sparn Architects LLC
Cost: \$10.8 million
Square feet: 153,625
No. of units: 45
Type: Multifamily
Construction start: February 2017
Completion: N/A
Description: S'Park West is dedicated to the family housing area of the S'Park development. It is comprised of 45, 100 percent permanently affordable two- & three-bedroom units in two-story townhouses and three-story flats. All units have been brought close to the streets, with raised and protected individual porches to facilitate activation of the neighborhood street, while maintaining a semi-private realm for residents.



UCHealth Greeley Hospital

Southeast corner of U.S. Highway 34 and 71st Avenue
Developer: UCHealth
General contractor: N/A
Architect: N/A
Cost: \$135 million
Square feet: 112,000
No. of beds: 53
Type: Health care
Construction start: Spring 2017
Completion: Late 2018
Description: The UCHealth Greeley Hospital will provide 53 inpatient beds with room to grow and will include an intensive care unit, an emergency department, operating rooms, advanced cardiology services and a birth center.



Submit your project for the next issue of

Breaking Ground

The Portal for New Development Projects

Email **cwood@bizwest.com** and request to be surveyed.
Project submission is FREE!

BizWest



Bravo! Emerging Entrepreneur 2006

For us, the Bravo! Entrepreneur Award goes far beyond credit for anyone person. It is a powerful acknowledgement of every individual in our company, and a permanent symbol of the hard work delivered by each of our team members, day after day. We try to recognize great work internally, but it's even better to be honored by our community and our region. Thank you, BizWest!

— Kevin & Paul Brinkman
Brinkman Partners

Bravo! Entrepreneur Awards recognizes those individuals who demonstrate the characteristics of success, and who have overcome obstacles to become one of our community's most respected business leaders. To learn more about Bravo! Entrepreneur Awards, please visit www.bravoentrepreneur.com.

BizWest

Entrepreneurs make
a difference.

bravo!
ENTREPRENEUR
AWARDS
CELEBRATING EXCELLENCE
IN NORTHERN COLORADO

UCHealth Longs Peak Hospital

12319 E. Ken Pratt Blvd.

Developer: UCHealth

General contractor: Haselden Construction

Architect: WHR Architects

Cost: \$189 million

Square feet: 212,000

No. of beds: 53

Type: Health Care

Construction start: May 2016

Completion: 2017

Description: UCHealth Longs Peak Hospital will be a full-service hospital that will feature an intensive-care unit, a Level III trauma center and emergency department, operating rooms, advanced cardiac services and a surgery center.



Uncommon

302 S. College Ave., Fort Collins

Developer: CA Property Owner Fort Collins LLC

General contractor: Dohn Construction Inc.

Architect: N/A

Cost: N/A

Square feet: 180,000

Type: Mixed-use, apartments

Construction start: N/A

Completion: August 2017

Description: This project, titled “Uncommon”, will be a seven-story, mixed-use building. Uncommon is expected to take two years to complete, and aims to bring two floors of retail space and 180,000 square feet of apartments to the heart of Old Town Fort Collins. Uncommon’s future tenants will enjoy a number of amenities, including above-grade parking, two courtyards, and 151 secured bike parking spots. Apartments will range from studios up to three-bedroom apartments across the five apartment floors. The building will also have two elevators and two stairways.



Viega headquarters

575 Interlocken Blvd., Broomfield

Developer:

General contractor: N/A

Architect: OZ Architecture

Cost: \$25 million (first phase)

Square feet: 75,000

Type: Office

Construction start: Late 2016

Completion: December 2017

Description: Viega LLC, a German manufacturer of plumbing equipment, is moving its U.S. headquarters to Broomfield from Wichita, Kan. The proposal includes a 51,000-square-foot office building for the headquarters, and a second building of 24,000 square feet that will be used as an education facility containing classrooms, workshops, a cafeteria and exhibition hall.



Waterford Apartments

14th St. S.E. at South Lincoln Street, Loveland

Developer: McWhinney

General contractor: Bryan Construction Inc.

Cost: \$22,750,000

Square feet: 125,000

No. of units: 166

Type: Apartments

Construction start: November 2016

Completion: June 2018

Description: Development of a 10-acre site to accommodate construction of 166 multifamily apartment units totaling 125,000 square feet. The project will consist of multiple buildings, including a community clubhouse, amenities area and pool.





Serving all of
your construction
needs since 1971.

45 years
strong

Site Selection Assistance
Financing Options
Lease Back Opportunities
Construction Management
Warranty Services
Facility Management



Roche
Constructors, Inc.

866-71-ROCHE
www.rocheconstructors.com