

BizWest | **BW** | 2018

InSights

PROFILES OF LOCAL
BUSINESSES

ONE-ON-ONE INTERVIEWS

EXECUTIVE PROFILES

Bruce Johnson, CEO of Global Healthcare Exchange,
works to bring the business side of health-care
providers into the modern age with digital solutions.

Presented by **BizWest**





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Business leaders inform, inspire

Leaders in business, government and nonprofits have much to share. From their experiences launching a new enterprise, growing a company into a corporate giant, or steering a nonprofit or governmental body, these leaders drive not only their businesses, but also the economy of the Boulder Valley and Northern Colorado.

Listening to their stories can provide insights for other leaders and those who aspire to leadership roles in the region's economy. How did they originate the idea for their business? From where did they get financing? How are they navigating industries of enormous change and risk? How do they drive innovation?

These questions and more are answered in Insights, a special publication of BizWest. Insights collects a year's worth of our monthly feature, Executive Profile, which provides an in-depth look at those in leadership positions. It also includes our popular One-on-One interviews with key newsmakers.

Finally, it includes some sponsored content — paid features providing valuable profiles of area businesses.

We hope you enjoy this collection of articles and that you derive valuable Insights from those featured. And be sure to contact us with ideas for profiles or One-on-One interviews for our upcoming issues!

Enjoy!



Christopher Wood



Jeff Nuttall



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THE EXCHANGE

A Development By



BRINKMAN

Exchanging The Ordinary



BRINKMAN

Contact Information

Address: 3528 Precision Dr
Fort Collins, CO 80528

Phone: 970-267-0954

Website:
BrinkmanColorado.com

Year founded

2005

No. of employees

34

Management team

Co-Founder & CEO:
Kevin Brinkman
President: Jay Hardy
COO & CFO: Jane Everhart

Primary services

Real estate development,
investment, and property
management

Real estate can be a force for good. The places where we spend our time should enrich our lives by giving us a sense of community and a place to make memories with our families and friends.

That's exactly why real estate developer, Brinkman, exchanged the ordinary development for one that is uniquely Fort Collins: The Exchange.

The much-anticipated redevelopment of the 200 North College block of Old Town Fort Collins brings the new concept of upcycling shipping containers into store fronts and extends the downtown corridor a block farther north, swapping an underutilized space with something truly uncommon in the Choice City.

"Our company mission is to use business as a force for good," said Kevin Brinkman, Co-Founder and CEO of Brinkman. "For us as a real estate company, how we can use business as a force for good, is to do community-driven projects like this."

Reducing Our Environmental Impact

Deemed "adaptive reuse development," projects like The Exchange are another industry trend popping up around the country. From offices to apartments, developers are choosing to leverage existing buildings instead of tearing down and building up.

Adaptive reuse is a more sustainable way to redevelop sites through the reduction of urban sprawl and environmental impact caused by the traditional built environment.

Compared to traditional brick-and-mortar construction, shipping containers reduce waste, cut down on construction time, and reduce labor and material costs.

As a recently certified B Corporation, the many pros of adaptive reuse are top of mind for Brinkman. Their goal is to continue exploring options for similar projects along the Front Range.



THE HIGHLIGHT REEL

A Little Something For Everyone

Fried chicken served out of a waffle cone and ice cream served out of a 30-foot-tall churn bucket are just a taste of what you can expect when you walk into The Exchange's central plaza.

Within the 53,000-square-foot development, visitors will find a truly unique experience. They will find fitness studios, offices, and a florist, as well as an eclectic mix of food options including artisan donuts, pizza, burgers, tacos, and ice cream. The watering holes are equally diverse including a wine bar, brewery, and distillery.

In addition to the new businesses coming to The Exchange, visitors will also enjoy a free book library, self-service bike repair station, fire pits, and public artwork

embedded throughout the outdoor areas.

Creative Outdoor Community Spaces

Perfectly fitting within the vibrancy and character of Fort Collins, The Exchange is seen as a catalyst for the area, and marks the beginning of innovating formerly underutilized land through vibrant and creative adaptive reuse efforts.

Sized anywhere from 8'x20' to 16'x40', the shipping containers are stacked and surround the central plaza, which includes several patios, picnic tables, and grassy areas for an equally trendy and family-friendly feel.

A Home For Entrepreneurs

The Exchange is a hub for entrepreneurs seeking a creative and affordable professional space. The goal is to provide incubator-like office options for new businesses in the start-up stages or

those seeking smaller and more flexible space. The development fosters the entrepreneurial spirit of Fort Collins through the creation of a community-centric business platform.

“This project furthers our goal to create meaningful places that enhance our local communities.”

Jay Hardy, President



Poudre Valley REA: A Service to the Community



Poudre Valley REA

7649 REA Parkway
Fort Collins, CO 80528
1-800-432-1012
www.pvrea.coop

Year founded

1939

No. of employees

89

Top executive

Jeff Wadsworth,
President & CEO

Primary service

PVREA is an electric co-op, a community-focused organization who works to efficiently deliver affordable, reliable and safe energy to over 42,000 homes and businesses in Northern Colorado.

Electricity keeps us all connected – from the home to the business. This local, member-owned co-op is the people behind the power, helping communities thrive.

PVREA is a community-focused organization – led by consumers who belong to the local community and was built by the local community nearly 80 years ago. Its 89 employees work to efficiently deliver affordable, reliable and safe electricity to over 42,000 homes and businesses in Northern Colorado.

PVREA is led by folks in the local community. A Board of Directors, who are members of the Co-op, guide and govern the organization. As a self-governing co-op, any revenues get shared back with members over time. In 2018, PVREA shared \$3 million with members.

The directors and employees at PVREA also want to see the communities the Co-op serves succeed, so they invest in the community. The Co-op is involved in many local community events, gives out scholarships to high school students, sponsors area fairs, and provides rebates and resources on educating and encouraging members to use energy efficiently. They also provide safety education to schools and civic organizations.

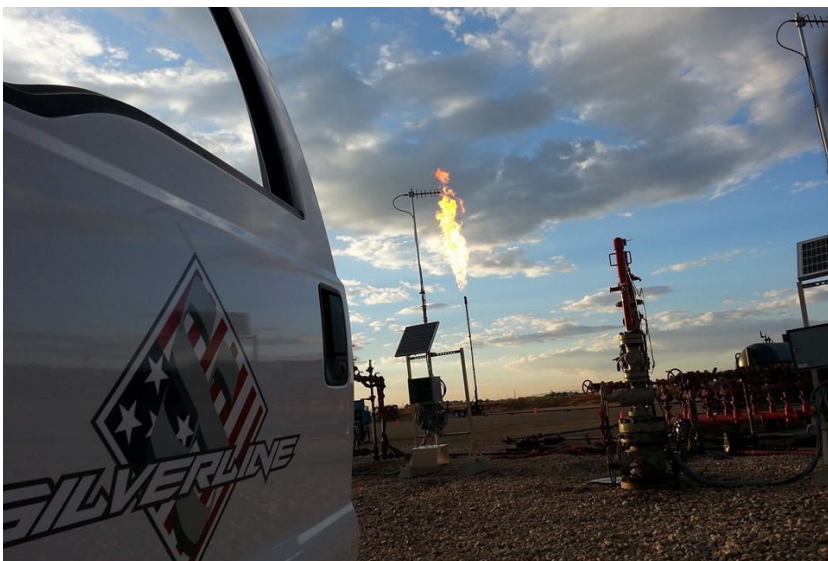
The Co-op continually embraces new technologies to serve their membership. The Co-op has a robust infrastructure and is continually working on equipment improvements and utilizes new technology to

continue to provide safe and reliable electricity – so the power is there when you need it.

A balanced energy mix and 24/7 energy sources is what powers everyday lives in Northern Colorado. The Co-op provides energy efficiency tools and renewable energy options through its community solar farms, private solar and green power programs. The Coyote Ridge Community Solar Farm in particular, energized last year and located at the Larimer County Landfill, has its own unique community service. The solar farm helps lower the electric bills for income-eligible families and for local nonprofit foundations like fire stations and schools. Due to the efforts in this particularly unique solar project, PVREA was named 2018 Electric Co-op Utility of the Year by the Smart Electric Power Alliance. The Co-op also injects local, renewable energy into the grid through the energy generated from the Carter Lake Hydropower Facility and three, large cooperative solar facilities.

PVREA also cooperates with other co-ops across the state and nation. Across the country, local electric co-ops work together to develop new technologies and infrastructure, learn from each other, and keep the grid secure.

Everyone at PVREA – the linemen, office staff, and board of directors – are neighbors in the community who are the people behind the light switch, making sure safe, reliable and affordable electricity is there when we need it.



Silverline Services, more than you expect!



Contact Information

1287 Diamond Valley Drive,
Windsor, CO 80550
970-381-6080
www.Silverline-Services.com

Year founded

2001

No. of employees

120

Top executives

Curt Elworthy, Sean Ryan,
Neil Vaughn, Eli Hopkins

Primary services

Electrical, Fabrication,
Powder Coating, Automation,
Embroidery.

Curtis Elworthy never expected Silverline Services to grow into the business it is now. The Windsor-based company was started in 2001 with Elworthy as the founder and its sole employee. Today the company has expanded to approximately 120 employees, including opening a satellite office in Midland, Texas nearly three years ago.

Although some might inaccurately categorize Silverline simply as an oil and gas service company, the reality is Silverline provides solutions to numerous industries including manufacturing, construction and pharmaceutical. Some of the services they offer include commercial automation, powder coating, licensed electrical, steel fabrication, patented enclosures and industrial sewing. Recently, fence installation was added to their repertoire along with embroidery and shirt printing. The list continues to grow.

"We may be completing a solar skid for one customer, fabricating and installing apartment hand rails for another. One might order 100 hats with their logo, and another needs powder coating or our electricians to wire a building. We are a service company, we're here to serve," says Elworthy.

Whomever the customer, Silverline Services strives to "achieve excellence", the company's motto, by surpassing client's expectations. As one client described, *"I forgot this quality of work was possible, and you helped to raise our expectations."* Elworthy explains *"often we'll complete a job, then the client will turn around and ask, 'do you do this too?' We*

look at each other and answer 'not yet, but we can!' Then we do it better than anyone else." It is this bold forward thinking that has allowed Silverline to branch into such an array of offerings, regardless of the economic climate.

Silverline's success directly corresponds to the people they employ. When the company first started growing, Elworthy methodically brought on new employees who had the right mindset, personality and goals, no matter their skill set - a principle the company follows today. *"What really matters is who they are,"* states Elworthy. *"We can teach them what we do. That's the easy part. What we care about is their character. You can't teach that."* This philosophy aligns with the 5 Core Values that Silverline espouses; safety, execution, opportunity, optimism and integrity. Each month, five employees are nominated and awarded for best representing one of these values.

So, what's next for Silverline Services? This imaginative group can quickly go several directions and are primed for significant growth. The company is now looking at various ways to expand their current capabilities and simultaneously opening opportunities with new services and products. *"We'll continue doing what we do best,"* says Elworthy *"and always keep serving our great customers as we have, but we can also open other doors and consider new ideas. There are so many ways we can go and it's exciting to think about what's possible. The only obstacle is us limiting ourselves."*

Elizabeth Concordia: UCHealth president

BIZWEST: What is driving the consolidation of health systems and acquisitions of clinics and physician groups that have been taking place throughout Colorado?

ANSWER: Across the nation, physician groups, hospitals and health care systems are recognizing they can improve quality, increase efficiency and better face health care reform by working together. A well-coordinated network of inpatient and outpatient locations can improve the quality of care for patients, reducing complications and the chance that a patient might be readmitted to the hospital.

Population health and value-based reimbursements are focused on this level of care coordination, but it is very difficult for individual practices to succeed by themselves. Likewise, major investments like an electronic medical record system can cost tens or hundreds of millions of dollars. Again, it is difficult or impossible for individual practices or small hospitals to invest and maintain an excellent medical record system on their own.

Ultimately, consolidation can improve quality, increase safety and reduce the overall cost of health care which are significant benefits for patients and communities across the nation.

BIZWEST: What are the top three issues in health care that need to be reformed, and how should they be reformed?

ANSWER: First, health care institutions need to focus on improving the patient experience. This is a major initiative at UCHealth, and we are looking at every interaction we have with patients. UCHealth is creating convenient online scheduling tools, improving parking options, reducing wait times, and training our employees to provide excellent, personalized service to all patients and family members.

Second, health care needs to focus on innovation. Patients need services like our Virtual Visit that allow them to see and speak with a provider online without leaving their home or office. Doctors need new decision support tools within the electronic medical record to help them work more efficiently while providing better quality care. And innovation tools can also help hospitals optimize their operating rooms and infusion centers, allowing more patients to be cared for at a lower cost. Innovation is a key part of



Courtesy UCHealth

UCHealth's strategic plan, and we have many more applications in the works.

Third, the entire health care industry needs to work together to reduce costs. This includes health care providers, insurance companies, pharmaceutical companies, the federal government and Medicaid, and even patients themselves, because we all play a role in health care cost. UCHealth is increasing our number of outpatient clinics and urgent care locations because these settings provide lower cost care than hospitals and emergency departments. We are also working closely with patients and employers to improve health because preventing illness and injuries is far less expensive than treatment. But again, we can all help control costs.

BIZWEST: Why has UCHealth undertaken an aggressive expansion campaign, building new hospitals and medical clinics in Broomfield, Greeley and Longmont, when existing hospitals in those cities are not operating at full capacity?

ANSWER: First, it is important to know that UCHealth Medical Center of the Rockies in Loveland is often operating near 100% occupancy, especially in our medical and surgical units. Over the past few years, the demand for UCHealth's services and high quality care has risen significantly, with thousands of patients each year traveling to us from Longmont and Greeley. Couple these capacity challenges with the projected population growth for Weld County and areas like Longmont and

Firestone, and it is easy to see that changes are needed.

UCHealth had two options: to expand Medical Center of the Rockies and force patients to drive to us, or build new facilities in Longmont and Greeley, allowing us to provide advanced care for patients close to home. Providing care close to home has been UCHealth's strategy because it is the right thing for our patients. Longs Peak Hospital in Longmont is also providing new services for patients that, until now, haven't been available within the community.

BIZWEST: How is UCHealth paying for its new hospital construction and acquisitions of clinics and physician groups?

ANSWER: UCHealth is a nonprofit, 501(c)(3) organization, and we receive no special funding from the Colorado general fund. As a nonprofit, UCHealth operates as efficiently as possible, and any excess revenue is reinvested into the communities we serve, our facilities and the services we use to care for patients. UCHealth also has excellent credit, giving us access to desirable bond markets when needed.

BIZWEST: What is UCHealth doing to lower the cost of health care for its patients?

ANSWER: UCHealth is adding many outpatient locations including primary care and urgent care clinics to provide patients with options to avoid more expensive hospital and ER care. We also provide new Virtual Visit technology, allowing patients to receive care without leaving their homes. Further, many of the innovative technologies we are implementing are allowing our facilities to operate more efficiently, helping us care for more patients while lowering costs.

The most important way we are reducing costs is by improving quality and safety. UCHealth ranks among the top 6 percent nationally in keeping patients safe. Our survival rate is 26 percent higher than average hospitals, and we are better than 72 percent of all hospitals in avoiding readmissions. What do these numbers mean? Last year, UCHealth saw 1,142 fewer readmissions. Our patients had 13 percent shorter hospital stays. And most importantly, 331 additional people are alive today because of our excellent survival rates. High quality, safe care reduces the cost of health care while truly improving the lives of our patients.

Ryan Wibby: Co-founder of Wibby Brewing - Longmont



BIZWEST: What was your process for selecting which beers you would enter into GABF and what factors were you considering when you selected your submissions?

ANSWER: Entering beer for competition is tricky. I was taught a long time ago to put my beers in the categories where it closely aligns with the description of that particular category. I always enter Lightshine Helles (43 Munich Style Helles), Moondoor Dunkel (47a Munich Style Dunkel) and Wibby IPL (60 American style IPA) as these are our 3 core brands and they have clear styles.

When I enter these beers I make sure I have the best cans of beer coming off our canning line and try to store them in the best way possible. The last thing I do before dropping off the beers is give them a great big hug and wish them luck.

BIZWEST: You only brew lagers. What was the decision-making process behind deciding that would be your forte?

ANSWER: Brewing lager beer was less of decision and more destiny. Early in my career I had the great opportunity of brewing many different styles of lager beer, and I quickly became very fond of drinking only lagers. I really enjoyed the crisp clean finish of a good lager. I then spent a year studying beer science in Berlin, Germany. There I was taught how to brew true German lagers from German lager brewers. This is when I discovered the great combination of traditional lager brewing



Courtesy Wibby Brewing

and American craft beer ingenuity. This combination is delicious, and I decided to create a brewery around this idea.

BIZWEST: In the vein of you only brewing lagers, do you see more breweries taking a similar path and having something they specialize in to stand out? More broadly, with so much competition in the industry, how do new breweries stand out?

ANSWER: I do see more breweries taking a similar path and finding their own niche within the industry, whether that is craft lagers or sours or red ales or whatever cool, crazy flavor. Finding your niche and sticking with it is a great way to stand out but most importantly it is about staying true to yourself. I know I am passionate about lager brewing, and I want to stay in that niche because it's what I am passionate about.

Nowadays it is a bit more difficult to stand out because there is so much great beer out there. For us, we knew we needed to stand out in every single way we could. That meant that our beer, customer service, branding, salesmanship, events and

taproom all needed to stand out. It's not enough to just have good beer; we need to be excellent and unique in everything we do.

BIZWEST: You guys have been focused on a Denver roll out and GABF was a big part of drumming up hype for that. Can you talk a little bit to the strategy of expanding to Denver, why you decided to do so and why you decided to take advantage of GABF for your rollout?

ANSWER: I have been pouring beer with several different breweries at GABF over the past decade, and I have fallen in love with this beer festival. It is so awesome to have so many great breweries from all over the country descend on Denver every year. It is a really great opportunity for us to gain exposure to a bunch of new customers while having a great time with all of our brewery friends.

As for expansion to Denver, I plan on brewing a bunch of beer so we never come close to running out, and all our customers can enjoy as much of our Wibby lagers as they would like (responsibly of course).

Deirdre Pilch: Greeley-Evans Superintendent of Schools

BIZWEST: The Greeley-Evans School District recently approved a mill levy override to assist the district fund educational improvements. What is the financial impact of the tax on businesses in the district? On homeowners?

ANSWER: The override is levied on the annual assessed value of the property. A business or commercial property owner with property assessed at \$1,000,000 will pay an additional \$2,900 annually or \$242 a month. A commercial or business property with an assessed value of \$500,000 will pay \$1,450 annually. Homeowners will be assessed at \$72 annually for every \$100,000 in assessed valuation. A homeowner with a home assessed at \$200,000 will pay an additional \$144 in property taxes, or \$12 a month.

BIZWEST: The messaging from the district about the tax increase said that the money would be used to improve security, transportation, academic and vocational programs and technology. Talk specifically about what is planned with regard to vocational programs and how will that impact businesses within the district.

ANSWER: We have several plans related to vocational education. In the district we reference this as our career pathways and post-secondary workforce readiness. The override will allow us to increase the enrollment of students in career course work at AIMS in the skilled trades areas — we will pay student tuition through our concurrent enrollment program while students are still in high school, increasing the number of students who are career ready upon graduation from high school. We will build out our career pathways programs with local business and industry to expand internship opportunities and work to build partnerships with local business and industry to develop apprenticeships. We will also expand our current career pathways at our high schools, to increase



Courtesy Greeley-Evans School District

students who complete courses in skilled-trades. Specifically, we will develop and implement an advanced manufacturing program over the next several years and enhance our construction trades program.

BIZWEST: And how about technological advancements for the district? What specifically is planned for the classroom and what might be the impacts of that on businesses that hire your graduates?

ANSWER: We will be able to improve our technology infrastructure so all students and staff have reliable, quality access to the many online resources that are available for instruction and learning. We will expand our blended learning to every school in the district (this will take a few years to build out). Blended learning at the elementary level is having a significant positive impact on both mathematics and language development. We live and work in a digital age with technology in nearly every industry, if not every. We must have our students ready to work in this high tech world, and it is our intention to do so. We also know that technology is an important tool in solving complex problems, researching issues and analyzing — we have an obligation to be sure our students have a competitive edge when

utilizing technology.

We plan to get our ratio of device to students to one device for every two or three students. Ideally we would get to one to one, like many of our neighboring districts. There simply isn't the revenue to initially do that, but who knows as the cost of technology continues to decrease, we are hopeful we will be able to continue to increase student access to technology.

BIZWEST: What has been the pattern and what is the intent of the district with regard to using local companies to fulfill contracts that might result from the mill levy override?

ANSWER: We always try to go local when we can with our contracts and other purchases. We also have to be good stewards of the resources, tax dollars, we are being trusted with, so sometimes that means going out of the community due to cost and availability of, or timeliness of, services. No question additional revenue in D6 will have a positive impact on the local economy.

BIZWEST: Is there anything else you'd like to add about this topic as it affects businesses in the district?

ANSWER: We understand that business and commercial owners realize the greatest financial impact of a school district override due to Gallagher and the state funding requirements. We are very grateful for the support our schools and students receive from local business owners and leaders. Many local businesses supported the Growing Great Schools Campaign and the passage of 3A. We could not have passed this without the widespread support for the measure, so I want to say thank you! We are committed to utilizing the dollars as we promised, and we see the commitment as an investment in our community's economic well-being. We, the Greeley-Evans School District, take our responsibility to partner with local business and industry very seriously.

Kevin Brinkman: CEO and co-founder, Brinkman

BIZWEST: Brinkman has taken on high-profile projects in the past few years. What has prepared the company for these projects?

ANSWER: Over the last 12 years, every project we've done has been a big project for us at the time. The success of each project paved the way for the next, each increasing in scope and complexity. In recent years, we've focused our business goals on building strong public/private partnerships so we can be a part of community-building projects like The Foundry and The Exchange. This is the space we've always wanted to be in and plan to stay in for the foreseeable future.

BIZWEST: The Foundry project in downtown Loveland has required complicated public and private partnerships to get to this stage. Do you have advice for others seeking to do similar projects?

ANSWER: My advice would be, if you feel passionately about the project, persevere. Projects that depend on public/private partnerships are rarely easy and straightforward, but they're worth it. With The Foundry project, we knew this would change the landscape of Loveland for the better so we never gave up. We went to 25 City Council meetings! The only other thing I'd say is that a strong partnership doesn't happen overnight. Our relationship with the City of Loveland started with The Gallery Flats back in 2012 and we worked tirelessly to make sure it was a success for all stakeholders. When the opportunity arose to build The Foundry, we were able to enhance our strong history of working together.

BIZWEST: What's on the horizon for 2018 for your company?

ANSWER: We're finding our niche in downtown transformations and working with community stakeholders to make those projects successful. We have an



Courtesy Brinkman

amazing pipeline right now of these projects that we refer to as "Meaningful Places." We'll be wrapping up The Exchange south building and plaza in downtown Fort Collins. The hotel and theater at The Foundry will go vertical early this year and we'll begin working on the Downtown Windsor revitalization project. On the residential side, we'll be opening Copperleaf Place to tenants in May and breaking ground on a new HUD 221(d)(4) multi-family development in Longmont. We're planning to break ground on a mixed-use project in midtown Fort Collins at the existing Spradley Barr property that will include 200 residential units, a 110-key hotel, and 17,000 SF of commercial space. In addition to these projects along the Front Range, one of our biggest goals in 2018 is to expand into the Denver market.

BIZWEST: What one project has been the most rewarding for the company?

ANSWER: Definitely The Foundry. This project is going to redefine Downtown Loveland and is exactly the type of development we want to be a part of. We have committed to taking a triple bottom line approach to all of our

projects by making sure we're positively impacting people, creating a sense of place in a sustainable way, and producing a desirable economic impact. This project hits all three. We'll be bringing a hotel, a community plaza, theater, two multi-family buildings, and Loveland's first parking garage to downtown Loveland. We hope this encourages residents and guests to spend more time visiting the local businesses and helping to further propel Loveland's economic vitality.

BIZWEST: What would you rank as the company's greatest challenge in the coming 12 months?

ANSWER: We're at a pivotal point in our company so managing growth is going to be our biggest challenge this year. It's important to us not to compromise our company culture regardless of how many projects we take on or how many staff we hire. We have incredible projects in the pipeline and are excited about that, but at the end of the day our team is what sets us apart. The most important goal of our company is to make sure they are supported, aligned with our mission, and given opportunities for personal and professional growth.

Lisa Hudson: Director of East Colorado SBDC and UNC BizHub

BIZWEST: How does the Small Business Development Center model differ from other incubators and accelerators?

ANSWER: The East Colorado SBDC offers three services: 1. free confidential consulting, 2. low-cost training, 3. access to resources. This is different because we are a national nonprofit organization that provides consulting at no charge to the small-business owner. The East CO SBDC is unique in the way that I manage the UNC BizHub as well as the SBDC. The UNC BizHub Collaborative is a virtual incubator and the model is unique because we don't offer space, but are able to offer high-level services to small businesses across the state. The UNC BizHub is membership-based and is \$1,500 per year but the small-business owner can receive the following services:

1. Industry Mentorship Program
2. Higher Education Connections & Resources
3. GrowthWheel Training Industry Research Mining & Analysis
4. Business Plan Writing Service
5. Cloud Business Planning Tool: LivePlan
6. Unlimited Access to Industry Research & Trend Reports
7. Local Marketing Research & Analysis
8. Digital Content Marketing & SEO Analysis

BIZWEST: You are the first millennial to become a director of a Small Business Development Center in Colorado. Do you envision changes to how the East SBDC operates in terms of programs it offers to and how it communicates with the next generation of entrepreneurs? And if so, what might those changes be?

ANSWER: The East CO SBDC has been a smooth running ship for several years, but under my leadership, we are definitely looking to add more specialized programs and finding new ways to reach out to small businesses through my territory. We are providing more virtual consulting, which helps bring expertise to the entire territory.



Courtesy Lisa Hudson

With the millennial generation going into business for themselves they are ready to have resources at their fingertips and that is what we plan to do. We are offering the consulting virtually and more training via webinar.

BIZWEST: What does the first meeting with a new client company usually entail? And how long can a company receive SBDC services?

ANSWER: The first meeting with a new client is a discovery session. This usually entails a conversation to build rapport with the business and understand what stage of business they are currently. We build trust with the client by listening. SBDC consulting is unlimited; there is not a number of hours that the client receives. Our hope is to grow with the small business and help them at every stage of business they encounter.

BIZWEST: What are the top three resources used by existing businesses, and can you provide a description of each and why they are so needed?

ANSWER: 1. Business planning:

Although this is not new to entrepreneurs and can be called by different names (strategic planning, goal setting, vision boards, etc.) business planning is what helps small business owners develop a roadmap of where they want to go and executable goals on how to get there.

2. e-Marketing: We have specialists within the office who help small businesses compete on the web for customers, a must these days. Whether the small-business owner is new to using a computer and online tools or they have a website and social media accounts and need help with a new pair of eyes, we are a free resource to help them.

3. Money: Small-business owners need capital to make the business run. Startups need financing to get off the ground and existing businesses may need operating capital to launch a new line of products. We help small-business owners through the maze of lending as well as developing crowdfunding campaigns. We are there to help them develop their plan and execute their ideas.

BIZWEST: What are the top two challenges facing the East Colorado SBDC and how do you plan to address them?

ANSWER: 1. Funding. Since we are a non-profit, I raise funds to pay for the consulting in my territory. This is always a challenge to find enough money to pay for the ever-growing demand of consulting services. We have had such great support from the communities, higher education, lending institutions, and some private companies that have allowed us to continue providing unlimited hours of consulting to the small businesses, but I'm also looking for new partners to get involved.

2. The other challenge is getting the word out about the services that we provide. I can't tell you how many times I have had clients leave my office saying, "Wow, I wish I had known about this sooner." We are a resource for small-business owners and the best part for them is our consulting is 100 percent free.

Terri Mickelsen: CEO of Clean Energy Credit Union

BIZWEST: We see you have credit union experience. How does this situation compare and contrast to what you've done before?

ANSWER: Wow, I don't know if I can really compare this to anything I have done before. I feel that my previous experience working with electronic service delivery systems (online banking, call centers, mobile banking and payment systems) gave me the background but it is really different with a start-up credit union. Nothing could have prepared me for starting a new financial institution. You take for granted having systems in place (with an existing credit union) and you may work on improving something or bringing in a new product or service but never doing everything from scratch. With that said, what is exciting is that you are building from ground up; there are not many opportunities like this. I feel very fortunate to have been chosen to work here.

BIZWEST: What is the mission of the Clean Energy Credit Union and how do you see it unfolding?

ANSWER: Our mission is to "promote clean energy, environmental stewardship, and cooperative enterprises through the financial services we provide to our members." This credit union was founded on the idea that we want to help accelerate the adoption of clean energy by having affordable loans and products that are strictly tailored for clean energy products. I see us moving slow at first until we have all of our systems and processes in place. Then we work on expanding our services to our members and look for more areas where we can help out. We have a group of individuals who have organized this and some of them are pioneers. They know what is needed and what is missing for the solar and clean energy industry and they



Courtesy Clean Energy Credit Union

saw a void there for financing. Things are moving but we have to crawl before we can walk. We're being methodical about it.

BIZWEST: Are there limitations on the range of businesses that the credit union can conduct? For example, are loans restricted to clean energy projects?

ANSWER: For the most part, yes, we are focusing on the financing of clean energy products, however, we will have some signature loans that members may or may not use for clean energy products. We want to stay true to our vision.

BIZWEST: What are your financial targets in terms of deposits and loans? How many members do you expect to have in a year or in five years?

ANSWER: We put our business plan together and tried to stay conservative. We hope to have 1,500 members and \$12

million in assets in five years. When a bank starts up, it has investors who come in and give you capital. Our organizing committee had to go out and receive donations from individuals and foundations. We are in the process of starting on deposits, which are needed before we can issue loans. Savings accounts and longer term CDs are desired so we can issue longer term loans.

BIZWEST: What impact do you think the credit union will have on clean energy installations in the region?

ANSWER: We're limited (by federal regulations) for the first few years of business to lending just to consumers. We have to prove that we know what we're doing, and then we can expand what we do. We hope to educate the lending industry, too, in order to bring other financial institutions into this market. We want this to be competitive. There's a lot of need out there for this type of financing. I've gotten calls from as far away as Puerto Rico. We're nationally chartered but we expect that initially most of our business will be in Boulder County and Colorado.

BIZWEST: What else sets you apart?

ANSWER: There are other financial institutions out there who focus on green industries, but we're the only one that I know of that is focused on clean energy. The Clean Energy Credit Union will also operate only virtually or digitally; there won't be branches around the state or country. I'm working out of shared (co-working) space. We may open a pop-up branch or have a temporary presence at an energy company, but that would not be permanent. If we keep our costs down, we can make lending reasonable and affordable for our members. I don't have stockholders. What we'll do is to make things affordable for members.

Doug Erion: desk chair workspace - Loveland

BIZWEST: desk chair is the first co-working space in Loveland. What caused you to consider such as project at this time?

ANSWER: Actually, desk chair is unique in Northern Colorado. Coworking as a business model speaks to the dramatic changes everyone's work has taken during the last eight to 10 years: cost, connectivity, community and collaboration have become critical to business success. More than a shared workspace, desk chair offers a professional atmosphere, high end finishes and creative amenities to be the complete worry free workspace from start-ups to well established businesses.

BIZWEST: You decided to rehabilitate an existing building instead of building something new. Please explain why you chose to do so?

ANSWER: This building, with its great classic architecture, was the business hub of Loveland for more than 40 years. It will be again. That said, desk chair uniquely renovated this iconic building to modern secure standards with fiber optic wi-fi, light and bright conference rooms, fitness center, farm to table grab and go café, museum quality art collection and a roof-top event space. More than that, desk chair is situated on the most visible corner in Loveland's Central Business District. Close to parking, restaurants, craft breweries, city of Loveland, library, museum and the new mega Foundry mixed-use project.

BIZWEST: We understand you have what might be called "maker spaces" on the



Courtesy desk chair workspace

lower level. What do you anticipate will happen there?

ANSWER: Our groundworks model speaks to Loveland's history of innovation and technology manufacturing. This is a twist on the typical coworking space in that desk chair wants to welcome makers, prototypers and small clean manufacturing into a collaborative community of other fresh thinking business people.

BIZWEST: Your background has been in publishing and art. How does this project fit with what you've done in the past?

ANSWER: Artworks is an artist's studio coworking community in Loveland's

downtown we began a little over five years ago. Artworks is successful. The community and collaborative work that goes on in Artworks boosts careers, sets high standards and builds a network that would not happen in another environment. Our goal for desk chair is to grow on this success in a business environment and join the coworking movement as what constitutes an "office" redefines how and where we work.

BIZWEST: Your project is in downtown Loveland. Please share what you hope to see downtown in the coming 12 to 18 months.

ANSWER: Downtown Loveland is a swarm of construction projects from craft breweries and new eating and entertainment venues to the three-block Foundry Project. This is a good time to be in downtown Loveland. We think development will help boost the business community, and are hoping desk chair can be central to helping move downtown forward by giving professionals a perfect location to be productive.

BIZWEST: What advice could you offer to others looking to develop projects in the downtown area?

ANSWER: I would advise looking to the future, what can be, what will be and how you could play a part. I think it helps to be a risk taker and someone with an authentic desire to make a difference and enrich people's lives. Oh, and it probably helps not to be too practical or have a need for instant gratification.

Jennifer Alderfer: Good Samaritan Medical Center — Lafayette

BIZWEST: You're new in your role at Good Samaritan. What excites you the most about the hospital you now lead?

ANSWER: I was blessed to take on the role of Good Samaritan Medical Center president just over seven months ago. I'm most excited about building upon Good Samaritan's success from the past 13 years and continuing the legacy of putting our patients and their loved ones at the center of every thought, communication and action that occurs within the medical center.

BIZWEST: What do you think will be the biggest challenge for Good Samaritan in the next five years?

ANSWER: Good Samaritan is located in a rapidly growing part of the metropolitan area. It will be an exciting challenge to ensure Good Samaritan grows at just the right pace to continue to meet the needs of this expanding community. Additionally, as is the case with businesses across many industries, technology is creating many opportunities within the healthcare market. All healthcare organizations are challenged with keeping equipment, training, processes and supplies up-to-speed with what's available. The possibilities are endless in terms of where to focus our efforts and invest our energy. We are fortunate to have a strategic multi-disciplinary team of leaders with a wealth of experience in healthcare that is committed to vetting our options and looking at the long-term impact of these decisions and actions.

BIZWEST: Health-care costs are obviously an issue nationwide, and hospitals are just one piece of the puzzle. Please name one or two strategies that hospitals can use to hold down health-care costs.

ANSWER: Being a responsible steward of healthcare resources is a priority for both SCL Health and Good Samaritan Medical Center. Several strategies are in place to ensure we are doing our part to help control healthcare costs. One example includes



Courtesy Good Samaritan Medical Center

partnering across the medical center, including with our physician partners, to reduce variation in the delivery of care and, where appropriate, to standardize in alignment with best demonstrated practices to drive optimal patient outcomes. Another example includes partnering with our pre-hospital or emergency medical services (EMS) partners on early identification of sepsis (the body's overwhelming and life-threatening response to infection that can lead to tissue damage, organ failure, and even death) to streamline care. We are also collaborating with city and county municipalities and mental health providers to ensure patients who need behavioral health services have access to those services at the appropriate time.

BIZWEST: New hospitals have formed in a region that could be served by Good Samaritan. How are you responding to the competitive pressures?

ANSWER: We are continually growing

our services and capabilities to meet the needs of our community. One example of Good Samaritan's response to competitive pressures and, more importantly, to community need involves our commitment to trauma care.

Good Samaritan Medical Center is the only Level II Trauma Center off of the Highway 36 corridor between Denver and Boulder, and no other hospitals in our area outside of Boulder and Denver properly match our ability to respond to high level trauma medical needs that result from such things as falls, cycling injuries, or motor vehicle accidents. In fact, Good Samaritan Medical Center has been recognized by third party organizations — such as the American Heart Association, the American Stroke Association, and Healthgrades — for our response to stroke and heart issues as well as emergency events where quick response and access to highly trained, specialized physicians can mean the difference between life and death.

BIZWEST: Innovation is important in health care. What are the areas of innovative focus for your organization?

ANSWER: Good Samaritan Medical Center and our parent company, SCL Health, are both committed to identifying, initiating, and deploying ventures that improve the access and experience of the people and communities we serve. Several areas of innovative focus include:

Doc on Demand, which allows our patients convenient access to their physicians for much-needed medical advice through the use of a mobile device.

Partnering with Lyft to provide access to safe and reliable transportation for our patients to and from care appointments.

Putting bacteria-killing UV-C lights in the hands of our environmental services specialists to ensure our patient care areas are cleaned and sanitized through the use of technologically-advanced equipment.

Jennifer Peters: Otis, Bedingfield & Peters LLC - Fort Collins

BIZWEST: The firm in which you're a partner had one of the fastest rates of growth over the past two years of all companies in Northern Colorado. To what do you attribute that growth?

ANSWER: Since all of the partners at our firm joined forces four years ago, we have been working hard to build the go-to, full-service firm for businesses and business-owners in Northern Colorado. We have always known that good lawyers will attract good clients, and we have been deliberate in looking for professionals who are smart, talented, solution-oriented and committed to giving back to their community. As word spread about the level of services our firm could provide, we were deliberate in choosing people to meet that need. As our team has grown, so has our ability to provide sophisticated legal services that people typically went to the Denver metro area or other states to obtain. Now, they can get that from us right in their own backyard. It's created an excitement within our firm, that in turn has attracted others to want to join us; that in turn has attracted clients who appreciate the level of service we can provide and our commitment to supporting the community. This has proven to be a good strategy for us so far.

BIZWEST: You're the lead litigator for your firm, extremely active in bar activities and professional services, provide workshops on legal subjects for other attorneys, serve as a volunteer mediator and have been rated as a rising star (twice) among Colorado lawyers — not to mention being rated among the top 10 percent of lawyers in the country. How do you organize your time in order to accomplish all you do? What tips might you offer other executives?

ANSWER: The last several years have been the busiest and most challenging of my career, for sure. I had to learn how to prioritize what was most important, both at work and at home. I am a relentless task-



Courtesy Otis, Bedingfield & Peters LLC

list, and calendar religiously. Meetings, deadlines, personal appointments, things I want to get done, reminders, work-outs, dinner dates, etc. — they all go on my calendar. It's the only way I can know if I am coming or going some days! I also learned to work anywhere, and any time, but I do not work 24/7 like some may think. About five years ago, I made myself a priority. It took a lot to learn that it was OK to put myself first, to take time for me and those important to me and not focus on the work all the time. Interestingly, as I did that, I found my ability to do the work got better, the type of work I was doing was more rewarding, and the level of sophisticated matters clients trust me with has grown. That taught me that at the end of the day, the world will not end if you do not respond to that email the minute it is sent. I now prioritize and delegate time throughout the day. In the morning I read emails, and either do what's asked (if it can be done quickly), delegate it to someone else, or add it to a task list and get it out of my inbox so I can focus on the bigger tasks to be done throughout the day and see an empty inbox. That, in and of itself, can be very rewarding. At the end of the day, I check my calendar and make a list of what should be done the next day. My biggest advice to someone struggling with how to get it all done, however, would be to forget about trying to do it all. You can't. The task-

list must be fluid to meet the demands of each given day, and priorities inevitably change. Being flexible has proven to be very valuable the busier I have gotten. I also found I agree with Jeff Bezos, CEO of Amazon, that it is not about achieving work-life balance; it's about finding a way to do what needs to get done when you can do your best. For me, that often means I work from home in the mornings or take a day off in the middle of the week to do something fun when the weather is good, but put in work time on a Saturday afternoon instead. Bezos calls it a "circle" of integrated parts rather than a balancing act where work and life compete with each other.

BIZWEST: You serve as a role model for other attorneys, particularly young women. What would be the most important advice you might offer to a young executive or young attorney?

ANSWER: Find a sponsor. Not just a mentor, but someone who champions you and your goals and helps you get to where you want to go even if it isn't what you started out doing. Sometimes you can find that person within your organization; but if not, look to industry organizations, like the Commercial Real Estate Womens' Network. I have been fortunate to have two sponsors, one within my organization who has supported and guided me for over a decade, and one in CREW, who has opened my eyes to the national reach I as a trial lawyer can have. Nothing has been more rewarding or beneficial to my career than the advice and support I have gotten from my sponsors. I hope to be able to pay that forward.

I would also add READ. A few books, like the Six Minute Lawyer, The Secrets Leaders Keep, and the Power of Positive Leadership, which discusses the value of women in leadership and the different perspectives they bring to the office, really changed how I interact with people in the business world. They were also very motivating.

SeonAh Kendall: Economic Health Manager, City of Fort Collins

BIZWEST: As economic health manager for the city of Fort Collins, you're in a position to help maintain or improve the business climate in the city. In your experience, what is the single greatest tool that a city like Fort Collins has to accomplish that?

ANSWER: The city can be most effective through collaboration and staying engaged with our business partners. If we don't have the tools to address problems facing businesses, we steer them to resources to ensure they're making connections that will help them thrive. In the region, we work closely with the Larimer Small Business Development Center, the Fort Collins Area Chamber of Commerce, Larimer County Workforce Center, Colorado State University, Front Range Community College and other partners. Nationally, we participate with such groups as the International Economic Development Council and the Economic Development Research Partnership to learn and share best practices that we can apply in our communities.

BIZWEST: What are the major strengths of the Fort Collins economy at the midpoint of 2018?

ANSWER: Regionalism is a major strength for Fort Collins and northern Colorado as a whole, ensuring that we're addressing major challenges to the economy that don't respect municipal boundaries. For example, transportation, climate and talent are all being addressed at the regional level. Cooperating on economic development at the regional level means we're doing what's best for the entire region, not just individual communities.

We also have a very strong startup community and an innovative entrepreneurial culture. Our businesses are really taking the lead on innovation and



Courtesy City of Fort Collins

thinking outside the box. They're taking control of their own destiny. We have so much talent in this community that when people leave an HP or an Otterbox or a Woodward, they're choosing to stay in Fort Collins and using knowledge and innovation to become entrepreneurs themselves.

BIZWEST: What are the biggest issues or challenges that the city faces, either short term or long term?

ANSWER: Two major issues are talent and housing affordability. We are facing a shortage of talent and diversity in skills and education within the talent pool for our employers. The entire region has shifted from attracting/chasing the next big company to attracting talent. Fort Collins has been on this journey since 2014 through the Labor Force Analysis project, and we are working with our regional partners to address this. Housing affordability has also emerged as a major issue for the region. Wages haven't necessarily kept pace with the cost of living, and as we continue to attract new talent, we must continue to evaluate how we

provide a welcoming environment for all incomes and housing levels.

BIZWEST: The nation, state and region have experienced an incredible period of economic prosperity since the last recession. It won't likely continue forever. What is Fort Collins doing to prepare for downturns that inevitably occur?

ANSWER: A diversity of industries and adaptability/innovation have helped Fort Collins weather past downturns. The city will continue to help businesses navigate challenges and opportunities now and into the future. The city is active in multiple regional partnerships and initiatives to assist with the region's long-term economic health. For example, the NoCO Manufacturing Partnership and the NoCO Health Sector Partnership work with economic developers, workforce developers and industry to get future talent excited about careers in manufacturing and health care. We're also participating in Talent 2.0, which is a regional approach to address access, educational alignment and barriers to a strong workforce. As many folks retire, how do we transfer their knowledge to new and future leaders? We want to do that through great mentorship/entrepreneurship opportunities and an untapped talent pool.

BIZWEST: What industry has been the brightest spot in the Fort Collins economy over the past five years?

ANSWER: Strength in multiple diverse industries has helped the Fort Collins economy survive and thrive. The bright spot has been the people. The people who run our businesses and work here aren't just corporate citizens — they're residents of our community. I am proud to work in a community where businesses and residents are invested in making sure Fort Collins is successful because they work and play here.

Dr. Isabel Yang: Advanced Energy vice president of technology

BIZWEST: What's the most exciting project now underway at Advanced Energy?

ANSWER: As power is the necessary fuel for everything digital, our industry, along with many other industries, is going through the digital transformation. We will continue to develop and innovate on the most advanced power technologies enabling the manufacture of the next generation semiconductor chips inside smart devices or the glass coating on the newest flat panel displays, among many other applications. Our smarter power technologies will enable our clients in manufacturing to make decisions through real time sensing, with highly reliable and stable power delivered to enhance yield and improve product quality.

BIZWEST: What technology is Advanced Energy working now to develop that would interest members of the NoCo business community?

ANSWER: Our Fort Collins location remains the global hub for our research and development operations. To that end, we are currently expanding our presence along Prospect Road to make room for additional lab, service and repair space, and securing more local talent from CSU and CU in the areas of power electronics, plasma physics and SW engineering. We are also continuing to actively engage with the local chamber of commerce and companies in the startup ecosystem, such as Innosphere. We are happy to engage with the NoCo business community on any needs for highly engineered precision power applications.

BIZWEST: What special expertise do you bring to the company in your new position?

ANSWER: Having spent over 20 years in information technology from the very foundational building blocks of semiconductor chips to large systems that run more than 50 percent of the world's transactions, I bring experience and expertise in semiconductor processing, technology/business strategy, large



Courtesy Advanced Energy

partnerships, management of complex R&D organizations, intellectual property, and portfolio management to name a few. Having most recently served as the vice president of strategy and operations for IBM Research prior to joining AE, I've helped to enable some of the most innovative solutions in AI, healthcare and high-performance computing. My experiences combined have allowed me to develop a keen sense of spotting emerging and new technologies. I believe I can apply these skills to harness AE's innovation engine to provide significant value to the company's current and future customers.

BIZWEST: You're a role model for other women working in manufacturing and technology. What advice would you offer to someone trying to make a mark?

ANSWER: In the fast-paced world of technology, I believe we need to be constantly curious and reinvent ourselves by acquiring new skills to maintain relevance in the industry. I believe women, now more than ever, need to shape their

own destiny in their careers and lives. What this means is to establish a set of core skills early in their career and gradually grow themselves into experts, then progressively branch out to learn about adjacent areas or new areas to acquire new skills. Obviously, pursuing an ambitious career and establishing a family life is never easy, so surround yourself with a supportive partner and family. Being a superwoman or mom is exhausting and can cause burn out, so prioritization is paramount. Finally, don't be afraid to ask questions, whether it be to seek guidance from a senior leader or even lean on a peer for insight. Success is attained in many ways, and collaboration is one of them.

BIZWEST: Do you anticipate relationships with area educational institutions, particularly CSU, CU and UNC, and how might those relationships take shape?

ANSWER: As chief technology officer at AE, one of my goals is to continue fostering and amplifying relationships with academic institutions worldwide. AE views academia as a key partner in talent and technical innovation, which is why, specific to the Northern Colorado community, we have been a long-time participant and mentor of CSU's Supply Chain Management program. We work with CSU to bring intern talent to AE throughout the year and are an employer sponsor at the university's engineering career fair. Our service division has also developed a talent development program geared toward technical and trade schools in the Rocky Mountain West and Midwest regions that offers scholarships and internship opportunities for those studying engineering and electronics. Additionally, we recently entered into a partnership with Front Range Community College on its Center for Integrated Manufacturing. AE continues to strengthen its standing relationships with local institutions while also seeking new academic partners across the globe.

3 diseases occupy Marshall's focus

BY ELIZABETH GOLD

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Boulder — Finding a way to stop diseases in their tracks drives medical researchers to keep long hours in their labs.

For Bill Marshall, the current goal is narrowed down to addressing three disease categories: blood cancers, which include leukemias and lymphomas; pathologic fibrosis; and cardiovascular disease.

His company focuses on developing molecules that influence microRNAs that are doing too much or too little to keep a body in balance. The result is intended to change the course of life-threatening and life-diminishing diseases.

As president, CEO, co-founder and director of miRagen Therapeutics Inc. in Boulder, Marshall and his team of 70 employees are seeing promising results of their work. The biopharmaceutical company currently has three drug candidate products in clinical trials.

“We see that we’re making significant differences in human lives that don’t really have an alternative,” Marshall said, describing the diseases miRagen is targeting as ones with high unmet medical needs.

“I’ve always focused on making a difference in medicine — I love the interaction between chemistry and biology,” he said. “When I saw the nature of this work I got excited about the potential of this new type of drug that should be able to treat diseases that have been hard to treat in the past.”

In 2007 Marshall co-founded miRagen when the work he and some colleagues had done started to show promise in altering the course of disease development by manipulating microRNAs. Today that work is turning heads in medical research fields.

The first of MiRagen’s drug candidates — MRG-106 — went into Phase 1 clinical



Courtesy Bill Marshall

Bill Marshall, president, CEO, co-founder and director of miRagen Therapeutics in Boulder.

trial in late 2015. The molecule is targeting a rare T-cell lymphoma, and over 90 percent of the patients who’ve received it in this trial are showing reduction in the way the disease progresses.

Phase 1 clinical trials look at the safety and tolerability of a drug in humans. Phase 2 evaluates the benefit a drug provides for a larger group. Phase 3 works with an even larger group of people and compares the treatment’s safety and effectiveness against current standard treatments.

“We used safety and clinical efficacy data to talk to the FDA about moving forward with a Phase 2 trial of Cobomarsen (MRG-106) and treating patients with established end points.”

Those end point markers include achieving 50 percent reduction with no

progression of the disease in the blood and for the state to be stable for four months.

If the trial meets primary end points like these, miRagen plans to discuss getting accelerated approval with the FDA and taking the drug candidate to market rather than to Phase 3, according to Marshall.

MiRagen is currently designing the trial parameters with a plan to have the MRG-106 Phase 2 clinical trial up and running by the fourth quarter of 2018.

In addition to MRG-106 clinical trials, miRagen just entered Phase 2 trials for its second drug candidate — MRG-201. It is intended to address the formation of keloids, which are sometimes itchy and painful scars that can develop after an injury, as well as pulmonary and ocular fibrosis.

Another miRagen molecule — MRG-110 — currently in Phase 1 clinical trials, is intended to lead to a potential treatment for heart failure, another difficult-to-treat disease.

In 2011 MiRagen entered an agreement with Servier Laboratories, a French pharmaceutical company that specializes in medication for cardiological and rheumatological conditions. As a result, MiRagen maintains commercialization rights for MRG-110 in the U.S. and Japan while Servier has commercialization rights in the rest of the world.

Marshall describes his company as one that focuses on mircoRNAs that affect many different diseases rather than on starting with specific diseases and then looking for ways to treat them. “We’re a little agnostic in the diseases we look at,” he said.

“There’s a lot of demonizing examples of pharmaceutical companies but those stories are not about innovation,” he said. “What we’re doing is as innovative as it gets, should solve issues in diseases and potentially will change the way we treat diseases.”

Self-taught exec tries not to specialize

BY JENSEN WERLEY

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GUNBARREL — High Precision Devices is full of engineers, PhDs, physicists and chemists, but Bill Hollander isn't one of them.

The company's CEO didn't graduate from college, although he spent years at a university.

Hollander is self-taught in physics, chemistry and business. He's also connected to three Nobel prizes, including this year's physics winner, the LIGO project.

Now, the inventor and business leader is growing HPD and its brand-new wholly-owned subsidiary, QalibreMD.

Starting in auto mechanics and photography, Hollander found himself working as an apprentice instrument maker at JILA, a research institute partnership between the University of Colorado Boulder and the National Institute for Standards and Technology (which would eventually become a consistent customer of High Precision Devices.)

"I don't have the technical education; I'm self-educated," Hollander told BizWest, sitting in an office filled with lasers, small optical devices and a picture of him with the gravity meter he built his first business around. "But having worked with Nobel physicists, I had the benefit of smart people where I could learn a bunch."

While working at JILA from 1979 to 1990, Hollander got to try a little bit of all things, a characteristic he carried over to HPD when he started that business in 1993.

At HPD, the approximately 32 employees try a bit of everything. Engineers might be good at making one of HPD's several products — cryostats and air sampling systems and MRI phantoms to name a few — but are never shoehorned into being just "the cryostat guy." Machinists and engineers and physicists are moved from project to project, being able to work on anything at any time.

"We utilize people's expertise, but we don't want narrow-slotted people," he said. "There's a balancing act."

For his part, though he may run the business now — something he learned how to do by reading Harvard Business School-recommended texts — Hollander has done

just about every job available at HPD.

"When you work with something, you understand how it behaves, and that influences your design for the next thing," Hollander said.

Hollander and HPD have been hard at work on their next thing, this time in the healthcare field.

HPD now makes MRI phantoms: devices filled with chemicals meant to mimic human tissue in the way MRIs see human tissue, in a repeatable and traceable way. These phantoms, which were first created for the world leader in standards, NIST, can be used to create a standard measurement amongst MRIs. It's something that wasn't done before, Hollander said. The phantom acts as a control, can help ensure that two different doctors with two different MRI machines don't look at the same patient and have different readings.

The MRI phantom business, which has products for prostate exams, breast tissue and two different systems for the head, is a potential commercial boon for HPD. So much so, that the company formed its first wholly-owned subsidiary, QalibreMD. The company is looking to market the MRI phantoms to hospitals that want better, more accurate MRI results. (HPD recently won a BizWest IQ award for its MRI phantoms.) Elizabeth Mirowski is now the CEO of QalibreMD.

It's not the only potential new stream of business Hollander is considering. Inside his office, he shows off a scribbled-on piece of notebook paper, with a large circle and smaller ones coming off it, connected by blue ink lines.

It's Hollander's vision for the future of HPD. The large circle is HPD itself, with each circle off it a different segment of business. Its cryostats — largely the bread and butter of the company, they reach temperatures of nearly absolute zero for researchers to use — are in one smaller sphere that's an offshoot of the HPD circle. Its air sample systems are in another sphere. He shows a circle where MRI phantoms are written and takes a black pen, circling over it and drawing a line between HPD and the MRI circle. He writes "QalibreMD" and says if any of its other business lines grow to the size of the phantoms, they too could become their own business and a subsidiary of HPD.

One idea with the potential to do this, though still a long way off, is HPD's environmental monitoring systems that the company still has under development. The systems can be used to monitor decommissioned oil and gas wells, Hollander



Jensen Werley, BizWest

A look inside a cryostat, before it's covered. Temperatures inside the cryostat get colder than deep-space and down to nearly absolute zero, which can be used by researchers for testing the effects of such temperatures.

said, and detect when flammable gas is leaking from them. It could potentially prevent another accident like the one in Firestone this year that killed two.

Those environmental monitor systems would actually be rejiggered from another project HPD is working on: monitor systems for NOAA that measure atmospheric chemistry.

Those types of projects are what HPD loves, Hollander said. The company loves to take designs and then expand them beyond just the initial customer, finding additional uses and turning it into a product the company can adapt and sell to many. It's how the company got started, with cryostats being its first adaptable project. Now, they're sold to research institutes in Hawaii, Italy, Kazakhstan, China, to name a few.

And of course, there are one-off projects that still do well by the company. HPD probably won't need to commercialize the isolation platforms it built for the LIGO experiment, but doing so helped connect the company and Hollander to another Nobel prize.

With projects like that and the work it's doing as HPD and QalibreMD, Hollander expects High Precision Device's esteem to continue to grow.

"Our reputation for building complex instruments is strong," he said. "People come to us. As HPD grows and what we do gets broader, and deeper, we have more capacity to do more varied jobs."



BILL HOLLANDER

Margo Karsten's three offices share one thing

BY SHELLEY WIDHALM

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Margo Karsten of Banner Health decorated her three offices in Fort Collins, Greeley and Loveland with one common feature — photos of her travels with her two sons and daughter.

"They bring me joy and help me be clear on my priorities," Karsten said. "This work is exciting, and you could do it 24-7."

Karsten, 56, who lives in Windsor, makes sure she has time for her children — her sons attend the University of Northern Colorado and her daughter is at Windsor High School — and her hobbies of running, paddleboarding, kayaking, hiking, dancing and reading. This, she balances with her position as president of Banner Health's Western Region that she began in January.

Since September 2016, Karsten also served as chief executive officer of Banner Fort Collins Medical Center in Fort Collins, North Colorado Medical Center in Greeley and McKee Medical Center in Loveland. She provides leadership for the three hospitals, as well as the local off-site facilities they operate. As president of the Western Region, she oversees eight additional acute and critical access hospitals in Colorado, Wyoming, Nebraska and California.

"I really appreciated the work Banner is doing in our rural facilities," Karsten said. "To be part of the leadership structure was exciting to me."

Each of the facilities Karsten oversees has its own CEO, and her role is to make sure their needs are met. She does this by helping allocate capital dollars and providing leadership development and strategic assistance.

"Margo has an unparalleled ability to connect with people on their level. She is highly transparent and has a great deal of charisma and enthusiasm," said Roberta Bean, Northern Colorado chief nursing officer for Banner Health. "Margo is curious and a great listener. With these skills, she is able to connect those she leads to her broader strategy and vision. Margo is high energy and extremely positive."

Karsten's aim is to visit each of the sites she oversees one to two times a year to check in with the physicians and staff and to be there for celebrations or any arising needs. As she stops in to walk the facilities and greet employees — there are 50,000



Courtesy Banner Health

President of Banner Health's Western Region, Margo Karsten, has also served as chief executive officer of Banner Fort Collins Medical Center in Fort Collins, North Colorado Medical Center in Greeley and McKee Medical Center in Loveland.

system-wide — she wants to make sure Banner Health is providing the best health care and employing the best practices, while giving the public easy access to its facilities and services, she said. She also visits Banner Health's corporate office in Phoenix, Ariz., on a monthly basis and attends plenty of physician and board meetings.

"Humbled" is the word Karsten uses to describe her site visits.

"I'm very humbled by the commitment I see by everyone," Karsten said, explaining that the employees she meets are proud to be in their roles. "The pride I saw not only in innovation but in clinical quality was amazing."

Karsten learns about that commitment from the hundreds of letters, notes and emails she sees from patients about "how amazing their care has been," she said. She joined Banner Health to be part of a system focused on innovation and on health, wellness and preventative care versus on treating illness, she said. She appreciates the organization's mission statement, "Making health care easier, so life can be better."

"Benevolent" is another word Karsten uses that describes Banner Health's approach to care, taking in patients no matter their situation, she said.

"Banner is a very benevolent health system," Karsten said.

As she makes her rounds, Karsten's job ends up being divided into thirds for community relations and board-related activities, internal communication and facility specific work, and follow-up on business plans and strategy. She hopes that in the next five years patients are healthier and that Banner Health has brought to them the best level of care.

"Whenever you enter one of our facilities, it's the best experience you can imagine," Karsten said.

Prior to coming to Banner Health, Karsten served as chief executive officer of Cheyenne Regional Medical Center, a position she took in 2013, and also of Creative Health Care Management in Eden Prairie, Minn. Among her other roles, she has served as faculty affiliate for the University of Colorado Denver and Regis University and worked as CEO, chief operating officer and chief nursing officer for several hospitals, including St. Joseph Hospital in Denver and Poudre Valley Hospital in Fort Collins, now part of UCHealth.

Karsten earned a doctorate in organizational development and human resources from Colorado State University and a master's degree in nursing administration from the University of New Mexico. Her bachelor's degree is in nursing from the University of Minnesota.

Originally from Minnesota, Karsten entered the health care field in the 1980s when her father told her and her five siblings to choose something that makes them happy but also is needed. She decided on nursing, spending 1½ years at the bedside before going the leadership route, she said.

Karsten's first job was as a nurse at the Clinic Hospital, Methodist Campus, located at the Mayo Clinic in Rochester, Minn. She then became assistant nurse manager in orthopedics, wanting to make a difference for the nursing staff and to show appreciation of the work they did, something she saw lacking from administration.

"If I could take on a leadership role, I thought I could make a difference in a different way," said Karsten, who spent the past 22 years in various executive roles. "I felt I could help influence the culture in which people delivered care and received care."



Jonathan Castner / For BizWest

Judy Toran Cousin stands on the production floor near her office at Circle Graphics in Longmont. She's the chief marketing and innovation officer for the company and responsible for much of its growth.

Cousin key to growth strategy

BY SHELLEY WIDHALM
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LONGMONT — In her downtown Longmont office, Judy Toran Cousin of Circle Graphics displays her work in the form of candy bowls, canvas-wrapped awards, framed photographs and coloring wallpaper.

Some of Toran Cousin's candy bowls are made out of acrylic, a material used in-house for printing, and are filled with her favorites like Swedish Fish, Red Hots and

Smarties, and for her guests, chocolates.

But what makes Toran Cousin excited is beyond the walls of her office in the 275,000-square-foot building. Excitement for her is what the 460 employees and 40 printers can do to create innovative billboards, business and transit signs, wall décor and art reproductions as the largest producer of grand- and large-format digital graphics in a company founded in 2000.

"The number one thing is the people, both the employees and the customers," Toran Cousin said. "We have terrific

customers. We look at customer relations as long-term partnerships."

In January 2016, Toran Cousin advanced to chief marketing and innovation officer, serving as the primary steward of the Circle Graphics brand across the company's three divisions, setting design standards and strategies in each one. The divisions include consumer digital printing, billboard and transit products, and business digital printing for things like banners, acrylic and aluminum signage, and cardboard stand-ups called standees that help with business



promotion.

“There is a lot of opportunity in the signage industry that is attractive,” Toran Cousin said. “One of them is improving the ease for small businesses. Currently, if they want to promote their business, they have to go to several printers. ... We operate at such a large volume and scale, giving us the opportunity to offer disruptively priced products and a convenient one-stop-shop experience.”

Toran Cousin helped expand the consumer digital printing division when Circle Graphics acquired the Café Press Art Division in February 2017. Under her leadership, the company now offers more than 1.5 million new curated images to retail and wholesale customers.

“Among many impressive accomplishments achieved during her career, the most notable is Judy’s proven track record and ability to quickly grow businesses from nothing to substantial scale,” said Ryan Nicks, chief financial officer for Circle Graphics. “Judy has a keen eye for disruptive market and industry trends and has the leadership ability to quickly reposition a strategy and team to capitalize on market trends.”

Recruited for her sales and marketing background, Toran Cousin joined the company in August 2012 as chief strategy officer and as the general manager of the consumer digital printing division. She oversaw sales and had profit and loss responsibility for the division, which was in its early stages when she joined the company. And she helped grow the division’s fulfillment business by more than 500 percent. Other companies that provide printing services rely on Circle Graphics to fill their orders for their own customers.

Through her time with the company, Toran Cousin identified new business opportunities and developed new products, aiming to attract customers to the company’s product offerings. One of the company’s core products is a patented canvas wrap that includes a hard surface as part of the construction instead of a traditional wood frame with the canvas stapled or glued to the wood that over time can sag.

“We thought, what are the additional business opportunities?” Toran Cousin said. “It is fun to work with creative individuals, looking at different art opportunities and trend opportunities. By utilizing data, we are able to not only fulfill those opportunities and needs but to also move quickly with product launches and new market initiatives.”

For instance, Toran Cousin and her staff came up with the canvas mini and on a larger scale generated even more ideas after the company acquired Café Press. With that acquisition, the company could expand beyond customers taking photos and uploading them for printing to ready-to-sell images and inspirational sayings on canvas and other materials or substrates, such as paper, poster, aluminum and removable wallpaper panels. The wallpaper follows the

adult coloring trend of designs on wallpaper that customers can color.

“We try to make their dreams come true,” Toran Cousin said. “We really love helping them memorialize their memories through our consumer art division and promote their business through our business and out-of-home divisions. ... Not everyone has access to a graphic designer, and they can be quite expensive, therefore we provide compelling graphic support through multiple channels.”

Frank Lugger, executive vice president of engineering and research and development at Circle Graphics, said Toran Cousin has been instrumental in the company’s growth strategies in the divisions she manages.

“She has been a tireless advocate of innovation (and) collaboration and extremely key to Circle’s entry into other markets using the core capabilities that have been instrumental to Circle’s success in the outdoor billboard market,” Lugger said.

Prior to joining Circle Graphics, Toran Cousin served in business strategy, sales, marketing and business development roles for large corporations, start-ups and nonprofits, including Salick Health Care (Aptium Oncology), Health Management Advisors, Reebok International, Procter and Gamble and Blue Sky Bridge. Toran Cousin has a Master of Business Administration degree from Harvard University and a Bachelor of Science in Business Administration from the University of Southern California.

During a summer internship for her MBA program, Toran Cousin realized she wanted to continue working in sales and marketing, introducing new services and creating and introducing new products.

“I liked having that full range, and I liked working at an operational level,” Toran Cousin said.

Toran Cousin’s husband, Andrew Cousin, is the company’s chief executive officer. Married for 25 years, they have three children.

Outside the office, Toran Cousin likes both downhill and cross country skiing, hiking, kayaking and paddle boarding. And she’s sure to keep all of her candy bowls full.



Joel Blocker / For BizWest

Terry Opgenorth launched VetDC in Fort Collins to fill a gap in cancer treatments for companion animals.

Opgenorth transforms canine cancer treatment

BY SHELLEY WIDHALM
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FORT COLLINS — Terry Opgenorth of Fort Collins combined his background in the pharmaceutical industry with the task of finding a research and development project for startup incubator CSU Ventures.

Opgenorth, vice president and executive director of CSU Ventures, found that though pharmaceuticals developed for

humans were tested on companion animals, the products often did not benefit them.

Through a six-year process, Opgenorth, who holds a doctorate in physiology, built a 12-member team and went through the steps of taking an idea to market, launching the first conditionally approved drug for canine lymphoma, Tanovea-CA1. He co-founded the company that developed and produced the drug, VetDC, or Veterinary Emerging Technologies Development Corporation, a veterinary-

based startup and science-driven company launched in 2010 in Fort Collins that provides anti-cancer treatments for companion animals.

“What we realized is that some of the products we were studying could have potential in veterinary medicine, not just human medicine,” Opgenorth said.

Opgenorth works part-time for CSU Ventures and is executive director of NewCo Launchpad, a program of CSU Ventures that launches startup companies

out of Colorado State University. At VetDC, he is a board member and the chief scientific officer, charged with identifying canine cancer treatments by studying the trends and scientific literature. His office is at CSU Ventures, 2537 Research Blvd., not at VetDC, which is housed at startup incubator Innosphere, 320 E. Vine Drive.

"I had an idea that got things started. That idea would have gone nowhere without Steven Roy and Steve Warnecke and all the other people on the team," Opgenorth said, referring to Roy, the chief executive officer Opgenorth brought on board in 2010, and Warnecke, board chairman and chief financial officer.

Opgenorth, a Wisconsin native, came to Fort Collins with his wife, Marla, to be closer to both of their families after he retired in 2007 from a 20-year career at Abbott Laboratories, now AbbVie. His last position was divisional vice president of metabolic disease and antiviral research, among other research activities. He worked in drug discovery and development, leading teams to bring potential products into clinical development.

As Opgenorth became familiar with CSU, he saw that working with CSU Ventures was somewhat similar to his work with Abbott. CSU Ventures, launched in 2007, identifies opportunities for technologies developed at the campus that could be licensed into other companies. Since his time there, Opgenorth helped launch an average of six startups a year and 40 overall.

"I love to start things and build programs. That's what I'd done for 20 years at Abbott, identifying new opportunities for drug discovery and development and building teams around them," Opgenorth said. "This, in a way, was a natural extension of that, taking an idea and putting a team around it and creating something that we could make into a reality."

Opgenorth was particularly interested in the Flint Animal Cancer Center, which provides cancer diagnostic services and treatment of cancers in pet animals, plus provides data for biotechnology companies developing human medicines.

"Often, it's difficult to get confidence in the data because it's mice and rats and

"Dogs are a special part of your family. You have an interest in caring for them as a companion."

it's artificial environmental conditions," Opgenorth said. "Free-roaming pets are a surrogate for the human population. All different kinds of dogs get disease spontaneously."

Opgenorth wanted to target human biotechnology companies whose products may have application to veterinary markets, relying on expertise from CSU's veterinary teaching hospital to evaluate that potential and consider what might be needed to develop a veterinary version of the product. He and his team originally got licenses to develop a glaucoma device for dogs and a diagnostic system for determining certain bacterial infections in horses.

"A lot of really great promising technologies are being developed and explored every day for humans," Roy said. "Unfortunately despite all of the advancements and 200 plus drugs being studied for cancer, very few will be studied for companion animals. We were able to bring in a promising, novel drug from human companies that had good animal data already."

The team, which began development for the first two licenses, decided to focus on the third for Gilliad Sciences' GS 9219, used for the treatment of lymphoma in humans.

"Cancer is a huge problem in dogs," Opgenorth said, explaining that every year, 200,000 new cases of lymphoma are diagnosed in dogs. "It's one of the leading causes of death for dogs. Lymphoma, in particular, is one of most common cancers they get."

VetDC had to identify investors to provide the manufacturing, development

and regulatory filing of what now is Tanovea-CA1, work undertaken by Warnecke, the lead investor who rallied the local angel investor community. He identified a venture capital fund and several angel investors, raising \$8 million so far.

"It's a breakthrough drug," Warnecke said. "For a long time, the veterinarian world has been using generic versions of human cancer drugs to treat animals."

VetDC also is studying the use of Tanovea-CA1 in cats and licensed VDC-597 to treat tumor cancers that potentially will be ready for market in two years, Opgenorth said.

"Now the drug is on market and doing well. Vets who are using it are very excited about it," Opgenorth said.

Opgenorth's connections with the pharmaceutical industry and CSU helped him bring what he recognized as an opportunity into fruition, Roy said.

"What's most important is his connections with key researchers and experts at CSU to help evaluate these opportunities and to help move our program forward," Roy said. "He has very good wisdom and judgment, and he provides good feedback. Everything he does is high quality."

Warnecke likes how Opgenorth combines his business and science backgrounds.

"He is one of those rare individuals who can cross over between the science world and the business world," Warnecke said. "He is one of those people who has a great business sense of what works and what doesn't work, and he has a scientific background to understand what we're doing with our products."

Besides a love for animals, Opgenorth has an office full of plants and samples of his photography. He likes landscaping and spends time outdoors, riding his bicycle — he rides 3,000 miles a year — hiking and fishing. He currently doesn't have any dogs but has had them in the past.

"Dogs are a special part of your family. You have an interest in caring for them as a companion," Opgenorth said. "Veterinary medicine is a very unique part of supporting that element of what's important to humans, which are companionships with animals."



Joel Blocker / For BizWest

Developer Martin Lind, CEO and president of Water Valley Co., points to an artist's rendering of what The Brands will look like when complete. The Brands at the Ranch and The Brands West will be built on 60 acres within city limits north of Crossroads Boulevard east of I-25 , and on 140 acres west of I-25 across from the events center.

Martin Lind lives where he works

BY SHELLEY WIDHALM
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WINDSOR — As a developer, Martin Lind of Windsor finds one of the keys to his success is living where he works and builds.

Lind, president of Water Valley Land Co., and his wife of 32 years, live in the same community where he developed Water Valley and is working on Brands at the Ranch and RainDance, all mixed-use developments with different brandings and focuses. He also acquired another 4,000 acres of undeveloped land, most of it east of Interstate 25 and north of Crossroads Boulevard crossing both Loveland and

Windsor.

Lind's office is at 1625 Pelican Lakes Point in Windsor, which houses Water Valley, Larimer County Sports LLC and the Colorado Eagles, another of his business ventures. He operates with a staff of 250 in the summer months and 120 the rest of the year.

"We're a small, family-owned office that works 24-7 in the community," said Lind, 57. "We live where we work. We never get away from the tangible side of the contact of the people we're doing business with,

everyone from the residents to the people going to the Eagles games.”

Lind grew up on a 160-acre family farm south of Windsor, growing crops and, for a while, livestock, until the family expanded the crop operation by renting additional farms. Lind left for six months to attend college, realized school wasn't for him, and returned to the farm, which has been in his family since the 1930s and now is rented out.

In the mid-1980s, a large hailstorm wiped out the farm, so Lind and his father, Ted, quit farming and auctioned off the farm equipment. Lind took a job at an oil company, selling oilfield pipe and supply for 1½ to two years and automobiles for another couple of years.

“All the while, I had a love of real estate, water rights and all the things I grew up around,” Lind said, explaining that the farmers he encountered saw developers as a threat to the agricultural community, not caring about leaving behind messes. “I was always under the impression if you were local and you cared, you could (build) a really cool place for people to live.”

In 1989, Lind organized a partnership, Trollco, to purchase 1,200 acres from Kodak, which owned the majority of land in Water Valley. He later bought out his partners and in 2005 changed the company name to Water Valley Land Co. to be more recognizable. Water Valley, which is nearly built out, has 2,000 homes, restaurants and commercial offices, two golf courses at Pelican Lakes Golf Course and five man-made lakes with 10 miles of beaches.

“We got really busy until 2008 when the monster crash hit, and we suffered until 2016 until it started to renaissance,” Lind said. “We hung on for eight years of living on fumes and working hard with our banks and lenders, making sure we could pay our bills and perform. We came out of that in 2016.”

Lind was 100 percent in, even with his home and car, and when auctions of his land failed, he leveraged some mineral rights to buy time with the banks, he said.

“I don't have a fear of things or money,” Lind said. “I don't work for money. I want to leave the legacy of my company of someone raising the bar for development in Northern Colorado. If you put money first,

that is never accomplished. If you put your community ... first, you end up with some pretty cool projects.”

Lind and his companies have plans for \$1.5 billion in new development as part of a regional tourism grant that is in the conceptual phases. The plans are for a whitewater adventure park, a water park resort and hotel, and the PeliGrande resort and conference center on the shores of Lake Water Valley.

Lind is further along with a couple of other development projects that he is part of with other developers.

Brands at the Ranch, being developed by Water Valley Land Co. in conjunction with Stellar Development, is planned as a mixed-use lifestyle center near Centerra in Loveland. It has a 10-year build-out and will feature 1,200 residential units and 1 million square feet of retail, commercial and industrial space and Northern Colorado's first IMAX theater.

Water Valley Land Co's RainDance, in conjunction with Convexity Partners, will be a 2,800-unit farm-to-table development based around agriculture with working farmland, orchards and gardens, plus an 18-hole golf course at County Road 13 and Crossroads Boulevard in Windsor.

Construction of Brands at the Ranch is scheduled to begin this summer and of RainDance in May.

“Real estate became intriguing again to bankers and builders,” Lind said. “It's now fever pitch. It's busy now.”

Oftentimes, developers get blamed for that “fever pitch,” especially by those who like things the way they are, Lind said.

“The developer has nothing to do with growth. The developer is simply providing a commodity for demand,” Lind said. “Northern Colorado has been growing at 2 percent (a year) since it's been settled by the people who brought the sugar factories. It's going to continue to grow because of that air we talked about. People want to live here.”

Developers define quality of life when they bring in new projects, Lind said.

“Anybody can push a street out into a cornfield. But to actually develop a community where property values accelerate faster than all other communities, that means you did something right and people want to live

there,” Lind said. “That takes a lot of time and a lot of creativity. It's the compassion to the community and the region.”

Lind likes getting to know the areas where he develops, honoring what is already there and paying tribute to history. For instance, old Windsor has recessed sidewalks, something he built into Water Valley, and Water Valley reflects the water in the flood plain with its man-made lakes.

“Martin brings a unique vision toward development in this community,” said Tom Siegel, director of residential real estate for Water Valley and project manager for RainDance. “Martin thinks of Windsor as his community and has its interests at heart at all times. He brings forth the sense of family in the Water Valley company.”

Lind is able to see the big picture with his various development projects, said Destiny Bennett, executive assistant at Water Valley and a Windsor resident.

“It's really just seeing the overall picture, not just one little piece of it. It's bringing everything together to make it work,” Bennett said. “He's just genuine. He cares about his employees, is a dedicated family man, and you can tell he loves his community. ... It's not just about building the biggest things; it's about building something for the community.”

In addition to real estate, Lind got into professional sports by accident. Ralph Backstrom, the founder of the Colorado Eagles, was looking for a space in 2002 for his hockey team, and Lind inquired after the team's ownership, learning there wasn't an owner. That same year, Lind put together an ownership group, Larimer County Sports, and became the company's chief executive officer.

“Every game is sold out,” Lind said. “It's one of the best minor leagues in the nation.”

Next year, the Eagles will become a part of the American Hockey League, the second highest level of hockey worldwide, Lind said.

Lind is athletic himself, engaging in cross training, pilates and golf. He likes big game hunting and deep sea fishing. He also likes spending time with his four children and six grandchildren.

“The grandkids are a big part of our lives,” Lind said. “We're doing a lot of grandkid chasing.”



Johnson automates health-care supply chain

BY ELIZABETH GOLD
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LOUISVILLE — In an industry that uses technology advanced enough to replace a person's hip, it's a shock to realize that a good number of health-care organizations still rely on checks to pay their bills.

The problems with this outdated system include time-on-task expenses for personnel to stay on top of invoices and payments as well as human-error inaccuracies. Without operational efficiency, the cost of doing business stays high, and opportunities to afford and increase services suffers.

To help health-care providers increase

their focus on quality care, Global Healthcare Exchange (GHX) came on the scene in 2000 with supply chain management technology. The cloud-based solution automates processes and cuts more than \$1 billion from the cost of health-care delivery annually.

It brings health-care providers, manufacturers, distributors and group



Jonathan Castner / For BizWest

Bruce Johnson, CEO of Global Healthcare Exchange, works to bring the business side of health-care providers into the modern age with digital solutions.

purchasing organizations into a community by automating manual processes. The result includes transparency in pricing and costs, increased efficiencies in procure-to-pay processes and comprehensive data to support buying decisions.

Bruce Johnson, president and CEO, has been in on the GHX mission since the beginning of the company.

“In 2000, automation was a fax machine, and people said they were automated when they had one,” he said, referring to the early days of GHX. Hospitals used telephone calls and faxes to place orders with suppliers that were chosen from a paper catalogue, they mailed invoices and they paid by checks.

“In 2009, about 40 percent of electronic documents still had discrepancies and didn’t match what was originally sent and what was sent back.” One of the causes was the incompatibility between programs that formatted the documents.

The differences could cost hospitals thousands upon thousands of dollars.

In health care, 60 percent to 70 percent of invoices are still paid by check today, Johnson said.

“If you compare the percentage of total budgets that the health-care industry has spent on IT, you’d see that it’s behind other businesses. Health care has been a cottage industry until the last 20 years.”

Since the field has started joining the ranks of other industries that have to compete for business, however, health care has been shifting its focus and working to catch up.

“In 2000, hospitals were more about their C-Suite relationships,” Johnson said. “Today, those physicians may be employees.” Relationships today are more geared toward patients.

With the increase of options on where people can go to get their health-care needs met, hospitals have been focusing more on increasing the value and quality of care they offer. Patient-centered care, integrated services and affordable health insurance are just a few of the results of that direction.

Some hospitals have chosen mergers and acquisitions as a way of potentially increasing the stretch of their value and consolidating costs. Between 2005 and 2015, the number of hospital mergers in the U.S. doubled with that goal in mind.

If each of those acquisitions came with inefficient supply chain processes, however, the cost-to-value equation could be skewed exponentially, and what was expected to be a cost-saver could end up being another

expense.

“As health-care systems face this changing business model, they have to get smarter through the supply chain,” Johnson said. “We help them realize the benefits of mergers and acquisitions by providing them with a way to do that.”

Five of the largest medical product manufacturers started GHX: Johnson & Johnson, GE Healthcare, Baxter International Inc., Abbott Laboratories and Medtronic Inc. Johnson had spent 12 years with GE Healthcare when the new company formed and he was brought on as part of the leadership team as it came together.

“My background was heavy on the technology side and when I looked at health care, I could see the benefit and impact you could make there as opposed to working on a space shuttle where you don’t ever get to go on the space shuttle.”

Health care, on the other hand, was a service he knew he’d probably use.

What makes GHX successful, according to Johnson, is that the company executes on its mission, which enables better patient care and saves billions through automation, efficiency and accuracy.

GHX goals in the short term include increasing the company’s presence in Europe and helping hospitals increase their development and use of database information. Creating databases that outline supplies necessary for certain medical procedures, for example, could leverage GHX technology to streamline processes and increase success as well as cost savings and quality services.

GHX, headquartered in Louisville, maintains additional offices in Atlanta and Omaha. The company employs about 650 globally, including 236 in Louisville, with about 50 positions open for hiring now.

In addition to cloud-based invoicing and payments, GHX services include procurement, contract management, order lifecycle management, vendor credentialing and compliance.

The company serves 4,100 healthcare providers and 600 suppliers in North America as well as 1,500 providers and 350 suppliers in Europe.

“We have a compelling ROI,” Johnson said.

Ocean passion turns into career

BY MARK DUGGAN

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BOULDER — How does a coal miner's daughter from western Pennsylvania get into the business of selling frozen farm-raised seafood dinners?

For Jacqueline Claudia, founder and CEO of Boulder-based Love The Wild, it's about parlaying her childhood passion for the ocean into her everyday work. She grew up with dreams of exploring and saving the ocean.

"I'm a fish nerd," she explained.

But she remembers being turned off by what passed for frozen seafood when she was a child: Heavily-breaded fish sticks of an unknown origin. She avoided them, despite her love of the ocean.

As an adult, she realized that seafood could be tasty, high quality and easy to prepare. Claudia set out to change the fish stick perception of her youth.

"Technology has come a long way," she said. "Today's frozen seafood is some of the freshest and highest-quality fish



Courtesy Jacqueline Claudia

available. It minimizes food waste and has a low carbon footprint compared to the fresh-seafood supply chain.”

Her path to founding Love The Wild in 2015 was circuitous.

“I studied business at the Wharton School,” said Claudia, “and went on to work customer experience design, brand valuation and corporate strategy.”

She was introduced to the world of aquaculture when she worked on a venture called the Velella Project with Lockheed Martin and a Hawaii-based fish farm and research lab. It used Lockheed’s missile guidance system to track and monitor a mobile fish pen.

“It won Time Magazine’s Best Invention of the Year in 2012,” Claudia recalled. “I was hooked. I left my corporate gig to be a fish farmer and scale Kampachi Farms, where we grew fantastic sushi-grade yellowtail.”

As she grew more impressed with the quality of fish, she took an interest in the sustainable aquaculture world. This led to a discovery that she could farm seafood using very little fresh water and less feed than the pounds of fish harvested. That equaled minimal environmental impact.

“This was a very big deal on a planet with a growing population and limited resources,” Claudia said.

But while it was easy to grow sustainable farm-raised fish, it was initially a challenge to get people to eat it.

Enter Love The Wild.

“I thought that a great brand could step in and do some of the work to remove the risk and intimidation from eating great fish more often.”

Part of her original vision for the company was to make an impact on both health and sustainability.

“If we could get everyone in the U.S. eating just the minimum USDA recommended servings of fish, we could reduce overall population mortality by 10 percent and deaths from heart disease by 35 percent,” Claudia said.

“That’s like the impact of smoking cessation and seat belts put together.”

Fish, especially cold-water varieties such as salmon, are high in omega-3 fatty acids. Research has shown that omega-3 can support health in numerous ways, including regulating heart and kidney function, reducing inflammation and maintaining blood pressure.

Claudia set out to develop several products



Courtesy Jacqueline Claudia

Jacqueline Claudia is pictured at Kvarøy Fiskeoppdrett, a fish farm in Norway.

for Love The Wild based on farm-raised fish and sauces. Variations include both red and rainbow trout with salsa verde, salmon with coconut red curry, and barramundi with mango Sriracha chutney. Love The Wild’s dinners can be prepared in the oven by wrapping the fish and sauce, which comes in cubed form, in parchment. They can also be wrapped in aluminum foil and grilled.

The response to Love The Wild’s products has been very favorable, said Claudia. Their brightly-colored boxes can be found at Whole Foods, King Soopers and Target, with more retailers on the horizon.

“We’re at a really exciting time for the company, launching new retailers, new products and new programs,” she said. “Beyond that, we’re focused on making a great product that consumers love, increasing their accessibility, and supporting the development of a sustainable aquaculture industry.”

Sustainability is a big part of the mission, for Claudia and the company.

“From a values perspective, we are my vision,” she explained. “It’s not been easy, but I’m proud that in some ways we’ve grown our business and our impact faster than I thought was possible.”

To exemplify that vision, the company carefully handpicks its partners to ensure the accountability and traceability of their products. She described the practices they require of their partners:

“Using sustainable feed formulations that reduce or eliminate the use of wild fish to feed farmed fish; farm management practices that keep fish healthy without unnecessary antibiotics; environmental stewardship; and a commitment to integrity and continual improvement.”

Love The Wild’s communications strategy also reflects her vision. In its social media feeds, it engages customers in lively discussions around seafood, sustainability and health. Recent posts include a link to a video on whale songs and a friendly response to someone’s concerns about dwindling fish populations.

According to Claudia, that kind of strategy stems from her belief that there is no separation between life and work.

“I think that you should work to align your life’s passion with your work. Then you don’t need to separate. For me, building this vision into a company that’s making a difference is my idea of fun and fulfilling.”

Her belief, and how it drives Love The Wild’s culture and products, have even attracted some big-name attention. Actor Leonardo DiCaprio invested in the company last year, stating that it aligns with his ethics.

“Eating fish is better for the environment than other meat protein,” DiCaprio explained in a Facebook post. “The health of the planet depends on the health of the ocean, which is why I support and invest in Love The Wild and their efforts to help all of us do our part.”

“Having someone with Leo’s influence and credibility supporting Love The Wild is an incredible vote of confidence,” said Claudia. “We’re lucky to have access to his network of like-minded folks, who can help us build a great company and advance our shared sustainability goals.”

Despite the attention of a Hollywood star, Love The Wild founder and CEO Jacqueline Claudia remains modest.

“At Love The Wild,” she explained, “fish is the hero.”

Schneider adds creativity to his business ventures

BY SHELLEY WIDHALM

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FORT COLLINS — Andrew Schneider's work environment is a bit playful with an art gallery, a cafe, a stage and a virtual reality room — and it represents how he likes to merge art, science and technology.

Schneider of Fort Collins is the managing director of the Downtown Artery, a role he has held since the end of March, and he is lead organizer of Startup Week and the founder of several creative enterprises. Leading the Downtown Artery, a 14,000-square-foot space for creatives, entrepreneurs and the public, is a way he can bring his love of different communities into one colorful, artsy setting.

"All the work we've done to create an alliance between the creative community and the entrepreneurial community, that just continues to grow," said Schneider, who has been involved with the artery in various capacities since its founding four years ago. "The reason I wanted to be here is to take the logical next step in that work ... helping the Artery take the next step in a purpose-driven space to help realize its mission on a bigger scale and to build more bridges between Northern Colorado creatives and entrepreneurs."

Schneider leads a team of a dozen staff members, who work with visual artists, musicians and other artists to build better outcomes for creatives and entrepreneurs in what he explains is a vertically integrated arts ecosystem, or the traditional supply chain of research, development and production applied to creatives. The Artery helps foster strategic partnerships to support the artistic community and provides spaces for artists to make, exhibit and perform their art, he said.

"Every day I get to wake up and work with creatives who are on the frontlines of innovating the world and that's an incredible honor," Schneider said.

The mission of the Artery is advancing artist outcomes and artist equity, Schneider said, adding that he can add to that mission



by bringing in his nonprofit CreatePlaces, where he's served as board president since 2014. CreatePlaces is an economic and workforce development nonprofit that provides support to artists through networking, incubation and acceleration activities with the aim to increase arts-related employment in Northern Colorado.

"We engage in creative placemaking to put our creatives to work and build a healthier community," Schneider said.

CreatePlaces gains a facility and a team, while the Artery, which is for-profit, adds a creative place-making infrastructure, resulting in a merging of missions, Schneider said.

"They're sort of symbiotic business models with a common mission," Schneider said.

Schneider's own employment history follows that same symbiotic relationship between the arts and technology.

At age 33, Schneider has a long resume, but his creative, playful and tech-driven nature started with elementary school and an Apple computer lab. Born in Casper, Wyo., a place he escapes to for unplugging, he moved to Fort Collins in elementary school, attending a school that installed one of the first Apple labs in the nation. He learned how to use computers and about websites and list services before the explosion of the dot.com industry, he said.

"From a very early age I was exposed to

technology," Schneider said.

Schneider moved around during his early years, attended boarding school and traveled internationally and was influenced by a father who made movies in Hollywood and a mother who worked as a recruiter. He earned a bachelor of fine arts in theater production from the Conservatory of Theatre Arts, Leigh Gerding College of Fine Arts, at Webster University in St. Louis, Mo., graduating in 2006.

While in college, Schneider stage managed operas and other theater performances. In Los Angeles, he helped co-found a digital marketing for branding agency and then became an associate producer at Current TV in San Francisco.

Soon tiring of the fast-paced life of LA and the saturated creative markets of California, Schneider returned to Colorado in 2009 taking the first job he found on Craig's List, slinging barbecue and later doing digital marketing for the owner's brand, Basic Food Group. He also volunteered to produce live music shows, did digital marketing for KRFC in Fort Collins and worked for A-Train Marketing Communications in Fort Collins in the digital division doing web development.

And then in 2015, Schneider had a "total life change," when he was unable to fly with his father, Kenneth, to Saratoga, Wyo., and Kenneth died in a plane crash.

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Driscoll happened into banking

BY SHELLEY WIDHALM

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FORT COLLINS — When Mark Driscoll started his banking career at First National Bank, there was just one Colorado location, and it was in his hometown of Fort Collins.

Thirty-eight years later, there are 24 branches statewide, and he's stepped up from a development officer to Colorado market president.

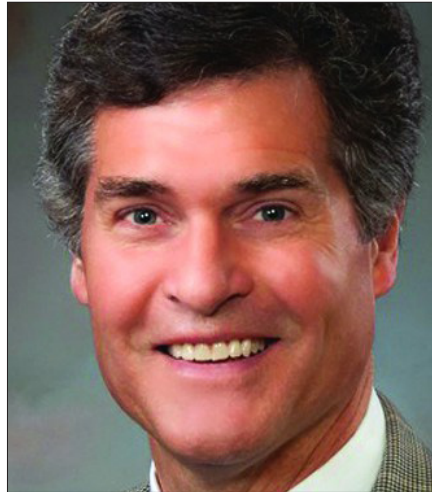
He originally hadn't planned to be a banker, but after he left the industry for three years, he wanted to return and has been at the same bank since at 205 W. Oak St. in Fort Collins.

"Initially, I was given the opportunity with no experience to join the bank," said Driscoll of Fort Collins, explaining he learned a great deal from his leadership roles and now loves many aspects of his job. "Most of what I do is different every day, and it's working with people. I'm blessed to have a very good job."

Driscoll's resume lists two employers but multiple positions. He started with Colorado State University, followed by First National Bank, followed by CSU, and then he returned to the bank. He has spent a total of 36 years with First National Bank and six with CSU.

Driscoll, who originally is from La Junta, earned his bachelor's and master's degrees in business administration from CSU in 1976 and 1988, respectively. His first full-time job was at CSU as the Ram's assistant football coach, a position he held for three years until 1979 after serving as quarterback on the school's football team.

In January 1980, Driscoll, who has a brother and sister who work in the banking industry, took the development officer position at First National Bank, wanting to use his degree and do something in business, he said. His position entailed calling on existing and prospective customers to generate new business, something he did for two years before



Courtesy Mark Driscoll

Mark Driscoll started his banking career at First National Bank.

moving into commercial lending. He worked in business-to-business banking services for 12 years and in 1994 became bank president, a position he held for nine years.

In 2003, Driscoll left First National Bank to become director of athletics at CSU, staying there until 2006, when he returned to the bank, once again as bank president. He found he had a stronger network and more experience in banking and wanted to go back to it, he said.

"When the opportunity came along, I thought I could help my school and the athletic department that helped me," Driscoll said. "I found I was a better fit in the banking industry."

Though the institutions of intercollegiate athletics and banking are different, athletics is run like a business and there is some transferability in skills, Driscoll said. From his time at CSU, he learned the value of getting work done as part of a team and that coaching is teaching and that leadership involves coaching, he said.

"I really began to enjoy and like the actual business of banking, how the bank makes money and gives back to the

community, and how we manage assets and liabilities," Driscoll said.

At the time of Driscoll's return to First National Bank, there were three banks with three separate charters, including the location at 155 E. Boardwalk Drive that opened in January 1993 when Colorado began allowing banks to have branches. Each of the charters had its own president until 2008, when the charters merged into one charter, and Driscoll became president of that charter.

Driscoll's role changed again in 2011 when First National Bank in Colorado merged with other affiliate banks into First National Bank of Omaha Inc., headquartered in Omaha, Neb. He became president of the Colorado market, keeping his office at the Oak Street branch. He took on responsibility for all of the First National banks in the state — now including 24 retail branches and three commercial banking centers — and reports on their activities locally and to headquarters, he said.

"I'm responsible for all the business that goes on in Colorado," Driscoll said.

Driscoll's role is that of a leader, working on team building, providing planning and strategic development, and engaging in decision making, he said. He meets both with customers and employees throughout the day.

"A lot of the job is customer relations, community involvement and community relations, being the face of bank," Driscoll said. "It's still about developing business, like with my first job, and attracting customers."

Driscoll represents the bank at community events and through his involvement on several boards. He is chairman of the Colorado Bankers Association, which he joined in the mid-2000s, and is a board member of One NoCo, an economic development organization formerly known as the Northern Colorado Economic Alliance. He also serves on the boards for the Employers

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Schneider experienced survivor's guilt and gave a Pecha Kucha talk in Fort Collins in October 2017 about what he'd gone through. He left A-Train and spent a year trying to figure out what to do next with his life — until then, he'd defined success as pursuing a career in media and art.

"I was looking externally for success, the trappings of being a film producer or a TV producer, those prestigious awards. ... Who wants to be chasing the next unobtainable thing?" Schneider said. "I redefined success for myself as something I can do every day. ... As long as I'm helping advancing the outcomes of creatives, I feel successful."

Schneider turned his focus to fostering community and fueling passion, becoming a full-time organizer and evangelist for the power of arts, culture and creativity to serve a community's interests. He founded CreatePlaces as a nonprofit and a year later took over as leader of Fort Collins Startup Week that fosters entrepreneurship and community networking. During his first year, he helped put together 250 speakers and volunteers and 110 sessions over a week in February, with half of the content geared

to creatives, tech companies and small businesses.

"It really is a holistic festival with fun networking and a chance for people to collide," Schneider said. "Rather than creating a tech celebrity event, it's much more diverse than that. ... It's not just about companies. It's not just about economics. It really is about creating community where the best ideas make it to the top and they're supported by a generally open philanthropic community."

Schneider serves in other functions, too, including as a board member of Launch NoCo in Fort Collins, a resource connection for entrepreneurs, and as co-founder of NoCoast Artists in Fort Collins, a group of creatives formed at Lyric Cinema Cafe focused on entertainment.

"Andrew is first an artist entrepreneur who is laser-focused on the triple bottom line, which is social, environmental and economic development," said Kit Baker, planning and development consultant for CreatePlaces and a Fort Collins resident. "He's committed to putting artists to work, and he's doing that at a level not seen in Northern Colorado. He loves people, and his passion is extraordinary.

He really wants to change the world through getting everyone together through creating transformational projects. ... He's deeply committed to diversity and is really good at getting people excited about transformational projects."

Tom Milligan, vice president for external relations at Colorado State University, said he is a fan of Schneider's and admires how he builds plans to make things happen.

"He has been tireless in his commitment to building a sense of community and sense of support for artistic endeavors," Milligan said. "He will bring effectiveness, along with an understanding of the creative scene, to the Artery and will be very effective in his leadership role there."

In his personal life, Schneider is a fan of the arts and likes to paint and write poetry and screenplays, he said. He also fills his time with live music, art, culture and bicycling.

"For me, downtime is mostly spent outside off the grid as much as possible," Schneider said. "I use my creative skill set to solve other creatives' problems. Those are things that are made for myself for process and self-discovery."

Council in Loveland and the Colorado State University Foundation. He previously served on the board and as chairman at the Fort Collins Area Chamber of Commerce and as a board member and campaign chairman at the United Way of Larimer County.

"The bank is extremely active in supporting the community," Driscoll said, explaining that the bank's involvement comes from sponsorships, grants, donations and board memberships as ways to invest back in the community. "Both within the bank internally and externally, it's all about the people."

In 2011, Driscoll chaired the chamber board and came up with the annual Moving Fort Collins Forward! Campaign to generate memberships and sponsorships.

"He's a great leader whether it's at the bank or in the community," said David May, president and chief executive officer of the chamber. "Mark was there providing leadership every step along the way. He's had enduring impact on our work at the

chamber. ... He has his fingers in lots of things. He shows up and engages in whatever he commits to do."

Driscoll learned a few things about business leadership along the way, he said. He tells young professionals they need three things to be successful: to be able to meet and get along with people, to network and build contacts and referrals, and to get things done through and with people, he said.

"When people start a business and grow a business, whatever part of the cycle it's in, people always have to focus on their purpose, why they exist; focus on their values, what really matters; and focus on their own particular vision, what they view as success," Driscoll said.

Driscoll finds that a good business leader needs to have courage and be willing to try new things and also fail when things do not work out, he said.

"Stay good at what you do while trying new things. Make sure the core of the business is strong," Driscoll said. "A person always should try to get better in life, learn

new skills and improve. Businesses should be the same way."

Driscoll does the same thing in his office — it might be messy, but by the end of the day, his desk is tidy. He has the usual family photos — of his wife of 43 years, Neyla, and their three children and two grandchildren — but he also has something special, a statement of condition dated Jan. 1, 1885, showing the bank's total assets as \$203,000. Now, they are \$2.8 billion in Colorado and \$20 billion companywide.

"I work for a great company, great owners and the largest privately owned bank in the U.S.," Driscoll said.

Outside the office, Driscoll has a few hobbies that include being a dedicated CSU athletics fan and spending his free time at community and church activities. He also likes to ride his bike, and he has a part-time job as a broadcast football color analyst.

"My favorite hobby is hanging out with my wife and children and grandchildren," Driscoll said.

Kintner focuses on education as change catalyst

BY ELIZABETH GOLD
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BOULDER — The technology industry requires savvy from anyone who wants to get in on its action and keep moving forward. Expertise about how to develop and maintain the business side of things as well as the software and hardware that keeps those things working are just the beginning.

With today's speed of technology, there's not much wiggle room if a company doesn't have a good handle on both aspects early on.

For that reason, technology boot camps are on the rise to guide entrepreneurs and to feed the need for technical support and development.

Emilie Kintner oversees three campuses for one of those technology communities in Colorado. Galvanize offers entrepreneurs guidance, support and space to get and

keep them on-track. And for tech-minded individuals, it offers intensive programs in web development and data science.

Galvanize operates eight campuses across the U.S., including one in Boulder and two in Denver. Kintner, Colorado's regional general manager, has been with the organization since 2014 and focuses on growing her own skills as well as the skills of Galvanize members and students.

Her own experience with breaking into the technology industry exemplifies the tenacity required for success.

"I had about a decade of experience in the educational arm of nonprofits in areas like historical and visual/performing arts," she said. "My passion has always been education."

At a certain point, she realized moving further would put her in the role of primarily fund raising and that what she would be able to earn was destined to be capped. "The earning potential in nonprofits was causing me angst — I had a six-month-old boy at home."

To make the leap, Kintner focused on bridging her gaps. "It took me a little time to build my technology chops and network and understand the technology landscape in Colorado but I did it."

She now manages two Galvanize cafes and about 50 employees across three campuses.

A shift in speed-to-act from the nonprofit world to the technology world was one of Kintner's first learned lessons in her role.

Learning how to accept failure came soon after.

"You have to trust your gut and your team and sometimes you still screw up," she said. "The first few failures were hard but I've learned to accept them."

Her point goes beyond those failures that led to new skills and successes. Developing a team by letting them go through their own processes helps strengthen a company as well.

"I used to be the one who wanted everything to be perfect — I wanted to control every execution of every project."

She described the flip side of letting go

and giving her team autonomy as the need to make sure the team keeps her in the loop of their decisions. Presenting a united front to customers and building on ways to increase offerings within that is her goal.

Meeting the needs to two distinct types of customers — entrepreneurs and students — requires an eye on both sides of the fence in the technology industry.

Founders of different sizes and stages of tech companies sign up for monthly memberships with Galvanize. In exchange, they get to choose the resources that fit their needs. Those offerings include weekly mentoring, office space, introductions and workshops that focus on the areas of fundraising, growth, product and team.

"Membership goes way beyond real estate as a commodity," Kintner said. Resources include input on lawyers, marketing, branding and even human resources.

"Community real estate is available many places but there's also a community of like-minded people here. Being an entrepreneur is hard. Having people who are struggling with similar things who you can also celebrate with is big."

Boulder member companies total 224, and Denver member companies total 152. Monthly memberships start at about \$300.

For individuals who are wanting to get a leg up on their careers in technology, Galvanize offers two full-time learning programs. The Data Science Immersive course runs three months, and tuition is \$18,000. The Web Development Immersive course runs for six months and costs \$21,000.

"Our placement for students is hovering around 90 percent within six months of graduation," Kintner said.

"We're delivering change to our students — they're placing their time and money in our hands," she added. "With about 200 boot camps in the U.S. we have to keep an eye on the changing market and putting developers into the world that people want to hire."

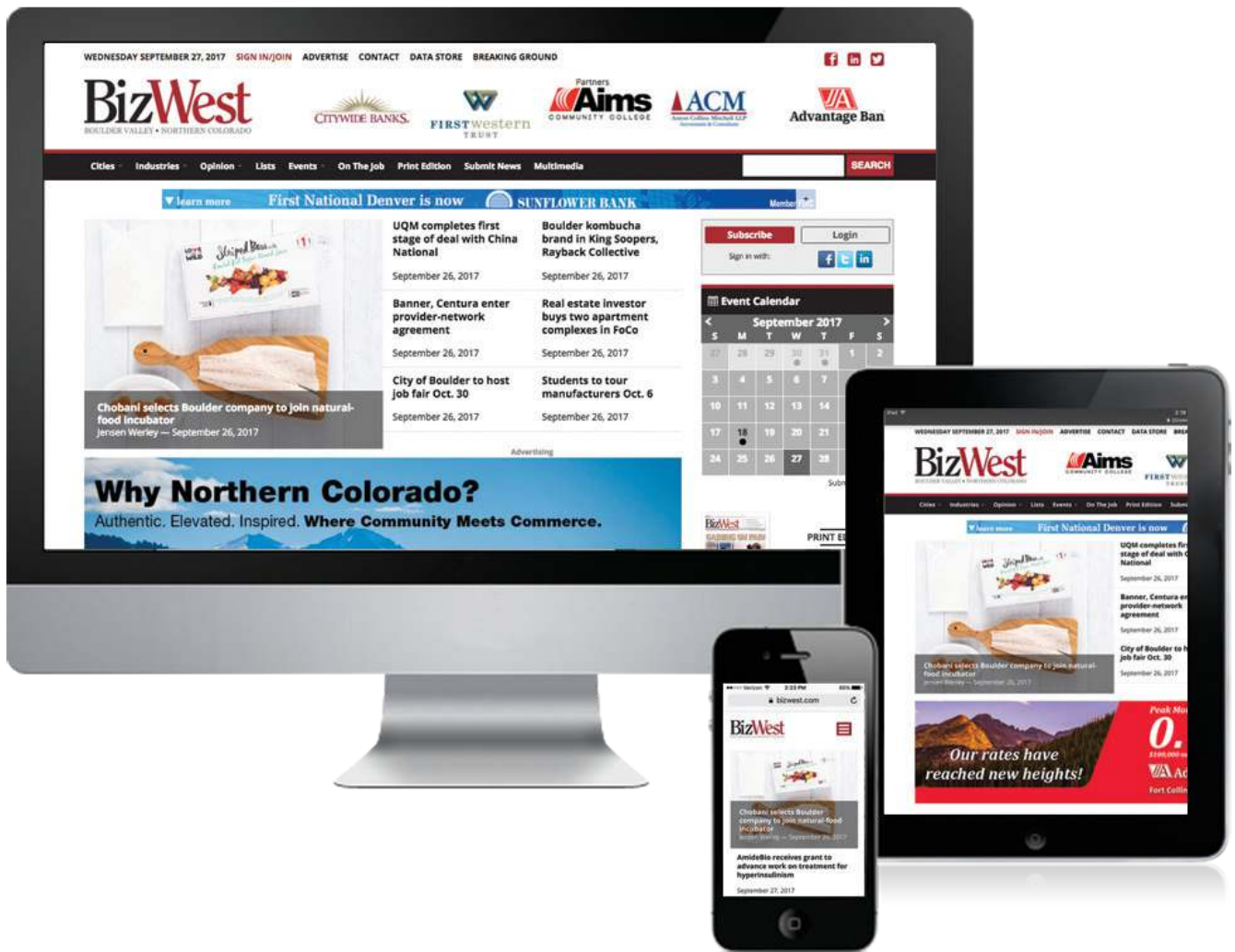
The Boulder Web Development Immersive course currently has 30 students, and Denver has 115. Denver also has 27 data science students.



Chad Collins / BizWest

Galvanize's Emilie Kintner, a 2016 honoree in BizWest's 40 Under Forty, emphasizes that learning takes time.

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