>> KOLANZ Fed law change affects state	13
>>> WELLS Local real estate still looking up	33
>>> DIERSCHOW Who are your stakeholders?	35

>> CARAWAY Donor-advised funds tax planning strategy 37

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

VOLUME 37 | ISSUE 13 | **DECEMBER 2018**



EXECUTIVE PROFILE

Pam Bricker leaves an alive downtown

Credits economy, millennial generation's love of historic buildings. PAGE 3

ENERGY

Pending oil, gas regulation changes

With Prop. 112 in the rearview mirror, what's next for Colorado?. PAGE 8

BREWING

Greeley's Syntax Spirits moving on up

Distillery to move into historic Greeley Elevator building. PAGE 16

OUTDOOR INDUSTRY

Outdoor Retailer, recreation, conservation

Gov. Hickenlooper leaves behind large legacy. PAGE 20

BizWest is an independent, locally owned business journal.

Upcoming BizWest Networking Events

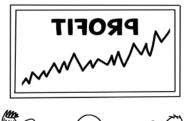
Economic Forecast January 30, 2019 **Embassy Suites** Loveland



Register: events.bizwest.com/nocoeconomicforecast

For more information or to register, go to BizWest.com and click on Events

READERS' GUIDE







CONTACT US

Advertising

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

Visit our offices in Boulder and Fort Collins

- 1600 Range St., Suite 101, Office #8, Boulder, CO 80301 303-440-4950
- 736 Whalers Way, Bldg. G, Suite 100, Fort Collins, CO 80525 970-221-5400

BizWest

Volume 37 : Issue 13 December 2018

Copyright 2018. BizWest Media LLC.

Reproduction or use of editorial or graphic content without writter mission is prohibited. BizWest (USPS 18522, ISSN 23345721) is published monthly by BizWest Media, LLC, a Colorado LLC, P.O. Box 270810, Fort Collins, CO 80527. Boulder office located at 1600 Range St., Suite 101, Office #8, Boulder, CO 80308. Publishers are Jeff Nuttall and Chris Wood. Call (970) 232-3143 to subscribe. Periodicals postage is paid at Boulder, CO and additional mailing offices. POSTMASTER: Send change of address notices to: BizWest Media LLC, P.O. Box 270810, Fort Collins,

Circulation: Randy Clay 303-630-1953 | 970-232-3143 | rclay@bizwest.com

IN PRINT

Subscribe

Subscribe to BizWest, change your subscription or ask questions by calling 303-630-1953 or 970-232-3143. Get the award-winning BizWest print edition and all of our annual directories, including the Book of Lists. Visit www.bizwest.com/ subscribe.

Upcoming lists & directories

- January: Book of Lists
- **February:** Boulder Valley Medical Directory

Custom Publications

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

Reprints

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

Tips/press releases

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

ONLINE & DIGITAL

BizWest.com

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

Social media

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



E-newsletters

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

- Morning Report: A daily email aggregation of the top business-news headlines from around Colorado.
- Business Daily The day's top business news from Boulder, Broomfield, Larimer and Weld counties, delivered right to your inbox.
- Business Weekly is sent out Friday afternoon, one to Boulder Valley and one to Northern Colorado focusing on news that is of pertinent to those markets.

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

Digital Services

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

EVENTS & **NETWORKING**

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

■ Economic Forecast January 30, 2019

Embassy Suites, Loveland

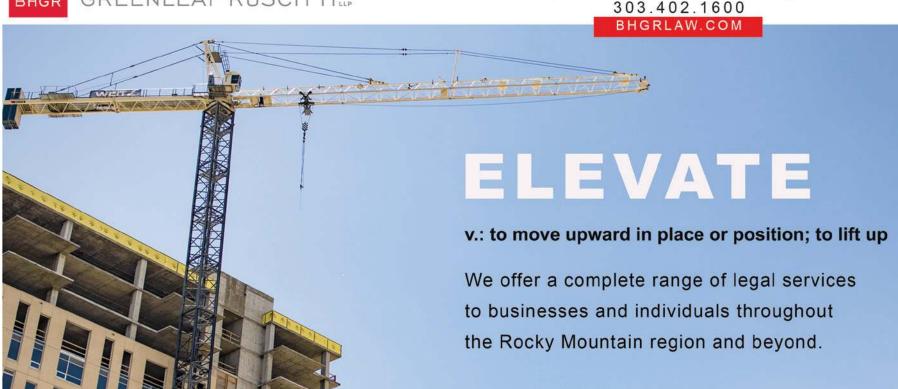
QUOTABLE

"Local governments have a significant amount of regulatory authority, and given the intricacies associated with drilling (two to three) miles beneath the surface, it quickly becomes complicated and filled with important technical nuance that requires a good amount of conversation before any new regulations are added to the books."

Dan Haley, Colorado Oil and Gas Association. Page 8



ATTORNEYS AT LAW BOULDER | DENVER | LOS ANGELES | CHEYENNE













EXECUTIVE PROFILE

Bricker leaves an alive Greeley downtown

By Dan England

news@bizwest.com

GREELEY — On her first day as executive director of the Downtown Development Authority in Greeley, Pam Bricker went down to the basement of a building where her office was supposed to be.

She couldn't find it.

She laughs about it now, as she prepares to leave office at the end of the year, a time when downtown hasn't thrived this much since there were soda fountains serving cherry cola. But at the time, in 2010, it was a stark reminder of the DDA's presence both downtown and in Greeley. If she couldn't find the office, who could?

Bricker changed that, just as she changed most of Greeley's perception of downtown, especially the minds of those who lived on the west side, residents who were more likely to go to Loveland and Fort Collins for a night out than downtown Greeley.

Many, including Bricker, 69, and incoming executive director Bianca Fisher, give credit to a rebounding economy for some of the current boom as well as the millennial generation's love of historic buildings and a willingness to preserve them and buy into Greeley. But Fisher also points out Bricker's background as a busi-

"She's a doer," Fisher said. "Business people get things done, and they know how to innovate.

She pushed everything forward."

When Bricker moved her Mariposa Flowers downtown in 2008, the store had its best month that July since she opened with a partner in 1984 after working at the United Way of Weld County. Two months later, the market crashed, triggering the Great Recession and the worst months most business owners had ever had. But she survived, and others downtown survived, because the rent was cheap. It made her appreciate downtown even more: It made her determined to keep it going.

The DDA at the time had a somewhat contentious relationship with the city and downtown owners, and no director had stayed more than two years, Bricker said. Bricker was on the DDA board at the time, and after another executive director left, the members suggested she go for the job. Bricker didn't want it at first. She was already working 80 hours a week at Mariposa and as a volunteer, including president of the United Way board. But she had three women at Mariposa who had worked with her for 20 years, and they knew how to run the shop. They also suggested she apply for executive director, quite possibly



Pam Bricker will retire from the Greeley DDA, but not from downtown.

DAN ENGLAND/FOR BIZWEST

to get her out of the way.

She applied because she wanted to solve a problem: Many residents were afraid to go to downtown at night, scared by Greeley's reputation as a city infested with gangs.

Bricker found her answer a year after she took over, in 2011, when the state legislature approved a law that allowed customers to carry around drinks in a defined entertainment district. An expert in the law visited with Bricker about how the law seemed to be made for Greeley, with its one-way streets along Eighth and Ninth streets. Awesome, thought Bricker, and she devised a series of festivals and events to cater to it. Bricker wasn't afraid to start entertainment events. She and her husband, Al, spearheaded the Greeley Blues Jam, an all-day session of nationally-known blues artists, as well as educational workshops. The DDA called the entertainment district "Go-Cup" once the Greeley City Council approved it.

Perhaps the most successful and visible of those events was Friday Fest, a free concert every Friday night throughout the spring, summer and early fall on a closed Ninth Street, with several places ready to sell alcohol in a cup while patrons mingled about or danced to sought-after bands that played funk, disco, classic rock, folk or soul.

There were other events that did well, however, including a revised Oktobrewfest, which highlighted Greeley's exploding craft beer scene and Monster Day, a spooky weekend run by Distortions, the Greeley company with an international repu-

Fisher considers Greeley to be home

GREELEY — You could argue Bianca Fisher's already done enough for downtown Greeley.

Bianca, 32, and her husband, Neil, just bought three downtown buildings, which will keep their world-famous brewery, WeldWerks, in downtown Greeley with much-needed room to grow. But that's mostly Neil's thing. She began work at the Downtown Development Authority in 2009, and that work will continue when she will become the executive director on Jan. 1.

She was offered the job years ago by the board, she said, but she and Neil were just starting a family, and she didn't want to give half of herself to the DDA. She worked as the associate director for seven years as a result, and now her kids are older and ready for her to give — well, most — of herself to the job.

When she first came to Greeley, as a student at the University of Northern Colorado to become a teacher, she'd just spent a year at Pepperdine and grew up in Castle Rock. She crossed into Greeley's city limits and burst into tears.

"But soon after that, I was in," Fisher said. "The community here is just so rich. There's no air of pretension. There's just something about this place."

She doesn't have many changes in mind, or plans, but she does hope to highlight the success stories that made downtown such a fun place to be in the last few years. Fisher is working on her own story as well: She's



DAN ENGLAND/FOR BIZWEST

Bianca Fisher will take the reins of the Greeley Downtown Development Authority on Jan. 1.

taking classes to work toward a master's degree in public administration at the University of Denver.

"Now it's time to share our success," Fisher

She's had other offers, but Fisher politely turned them down, and that's not just because of the brewery

"This is home," Fisher said, "and I want to stay here."

tation for scary props, designs and inventions used by theme parks and haunted houses around the world.

The events attracted residents from west Greeley and showed them that downtown was a cool, even hip, place to go, one free of gangs, Bricker said.

Business owners took notice, such as the Gentrys, who opened several bars and nightclubs, and Ely Corliss, who opened a small music venue and hosted several big events a year, including block parties that featured dozens of

Please see Bricker, page 7

HEALTH CARE

What is Home Care?

Navigating the health care system can be complicated. Understanding which services are available can make your journey back home more successful. Columbine Health Systems strives to coordinate smooth transitions and

recovering from a surgery,



can help if you have had a recent hospitalization, are

or have had a change in health condition and leaving your home is not practical.

Columbine Poudre Home Care offers in-home medical/skilled services in Larimer and Weld County including: RN care for disease and medication management, physical, occupational and speech therapy, certified nursing assistants to help with bathing, as well as community case managers to aid with long term planning.

Typically, insurance will pay for skilled nursing or therapy services short term if you are "homebound", meaning it takes considerable and taxing effort to leave your home. If you and your doctor agree it is difficult for you to leave your home, our 4.5 star home care team is ready to create a personalized care plan to help you regain functional abilities such as; strength, balance, dressing, bathing, and walking

On average, our clients receive services a few times a week for about two to three weeks; however we also offer private duty nursing and therapy services.

Columbine Poudre Home Care also offers non-medical services through Bloom at Home; providing personal care givers to assist with medication reminders, companionship, pet care, light housekeeping, and meal preparation from your customized care plan. Our trained care providers strive to meet personal and homemaking needs and assist in daily activities which may have become challenging.

Columbine Poudre Home Care's goal is to support people to be healthy and safe in the comfort of their home. Please contact us to learn more about how Columbine Poudre Home Care and our Bloom at Home can help you or your family!



Devin Gantz Community Liaison Columbine Poudre Home Care 915 Centre Avenue, Suite 2 Fort Collins, CO 80526 970-482-5096

Multi-factor Authentication – Benefits and Challenges

TECHNOLOGY

Multi-factor Authentication (MFA) is a hot topic among and businesses consumers today. Almost daily we hear about a data breach, and the response is for impacted users to change passwords and enable some type of MFA.



Connecting Point

Another troubling trend is that over 50% of consumers use five or fewer passwords for all their accounts, which could

create a "domino effect" that allows hackers to take down multiple accounts by cracking one password.

The most practical tool for the shortcomings of username/password authentication is MFA. While MFA provides additional security controls and protection, there are other things to consider such as what is MFA, benefits, challenges and applications.

MFA Defined

MFA uses more than one of three factors:

- Something you know (e.g. password)
- Something you have (e.g. token, phone app)
- Something you are (e.g. fingerprint)

- Security The primary benefit of MFA is that it provides additional security by adding protection in layers. The more layers/factors, the lower the risk of an intruder gaining access to critical systems and data.
- · Compliance Many organizations have some level of compliance to which they must adhere. MFA is helping organizations achieve necessary compliance requirements, which in turn mitigate audit findings and avoid potential fines.

Challenges of MFA

- Usability Users have to manage an additional layer of security. Perhaps the biggest challenge is that applications and systems often require different types of MFA.
- Cost MFA will likely bring cost increases for additional support, training, maintenance, services, tokens, etc.
- $\bullet Complexity MFA\ adds\ another\ layer\ of\ complexity$ to your environment that requires frequent IT support for compatibility and maintenance.
- Internet Availability Many MFA apps push authentication to wireless devices - lack of connectivity leaves you unable to log in.

Top Applications for MFA

- · Cloud Applications (e.g., Office 365 or Salesforce) These applications tend to rely on username/ password combinations, not the most secure choice when 81 percent of web-based attacks use stolen credentials.
- Privileged Accounts These administrator level accounts have access to the company's entire network.
- Asset Accounts bank accounts, credit cards, etc. VPN and Remote Access Gateways – a critical
- point of remote access to a network.

Connecting Point can help your business weigh the benefits and challenges of MFA solutions, and select a solution that best fits your organization's needs and requirements. Please contact us at 970-356-7224 to discuss MFA and cyber security for your business.

Andy Warner Business Consultant | Connecting Point 2401 17th Street Connecting Point Greeley, CO 80634 (970) 356-7224 Main line (970) 395-9823 Direct line awarner@cpcolorado.com | www.cpcolorado.com **LAW**

The Use of Buy-Sell Agreements in **Succession Planning**

If you are a business owner, do you know what will happen to your business in the event you pass away or become permanently disabled? Every business has its own complexities,



Otis, Bedingfield & Peters, LLC

but let's say, for example, ownership is divided equally between you and a business partner. If you pass away without a plan in place, how well would the business run if your dependents suddenly became partners with the authority to make important decisions? On another note, what would happen if your child who has been working in the business suddenly becomes partners with siblings that have no knowledge of daily operations? Without a proper plan for the succession of your business, conflict is a real possibility. In some situations, these conflicts can be easily resolved. However, in other circumstances it can result in costly litigation and the deterioration of family relationships. One option to avoid these conflicts is to incorporate a buysell agreement into your business as well as your overall estate plan.

A buy-sell agreement can provide a clear path for the succession of a business should certain events occur such as death or permanent disability. The benefits of a buy-sell do not only benefit those retaining the business but can also provide necessary liquidity for your loved ones. By using a buysell agreement you can ensure the continuation of the business you toiled over for years while avoiding the conflict that so often arises upon someone's death.



Corey Moore 2725 Rocky Mountain Avenue, Suite 320, Loveland 970-663-7300 cmoore@nocoattorneys.com www.bizwest.com BizWest | December 2018 ■ 5

Louisville eyes options for McCaslin corridor

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

Faced with a long-empty, prominently located big-box store, Louisville city leaders are studying ways to effectively redevelop a commercial corridor along McCaslin Boulevard. The Sam's Club at 550 S. McCaslin Blvd. closed in 2010, and the nearly 130,000-square-foot storefront has been empty ever since. Louisville city council members have commissioned a market study to re-evaluate the area and determine the best future use of the area.

Posted Nov. 26.

Big Thompson Canyon road project near end

Milling and paving work, guard-rail and sign installations, access bridge construction, shoulder grading and lane striping work is nearing an end along a stretch of U.S. Highway 34 in Big Thompson Canyon where roads were heavily damaged during flooding in 2013. Crews have been working in multiple locations across a 23-mile stretch to finish

NEWS **DIGEST**

Miss this news?

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

■ bizwest.com/ subscribe-to-our-newsletters

these remaining roadway items by the end of this year, according to a Colorado Department of Transportation news release. In early 2019, there will be retaining wall work done near mile point 79 that will require a westbound lane closure, and in the spring, seasonal land-scaping and seeding work in various areas could require lane closures short delays.

Posted Nov. 26.

FoCo electric, stormwater rates to increase in 2019

Fort Collins Utilities, the city's community-owned, not-for-profit utility, announced new 2019 rates, which will go into effect in January. Electric rates will increase an average of 5 percent. About 3.6 percent of the rate hike is for electric distribu-

tion infrastructure improvements and 1.4 percent is for increased wholesale power costs. The cost increase will vary slightly by rate class.

Stormwater rates will increase 2 percent to allow for infrastructure improvements to continue to minimize flood hazards. Water and wastewater rates will not increase.

Posted Nov. 21.

Redevelopment mulled at Macy's Boulder store

Macy's Inc. (NYSE: M) is considering redeveloping its Twenty Ninth Street store location in Boulder. Reports have indicated the possibility that the store would be closed and transformed into an office space, but Macy's had yet to confirm any potential changes. Last month, BizWest reported the store could be redeveloped into a 150,000-square-foot office space called Boulder29. That report was based on information included in a digital brochure from real estate service firm Cushman & Wakefield Inc. (NYSE: CWK).

Posted Nov. 19.

More Sandoz layoffs set for early 2019

Sandoz Inc. announced another

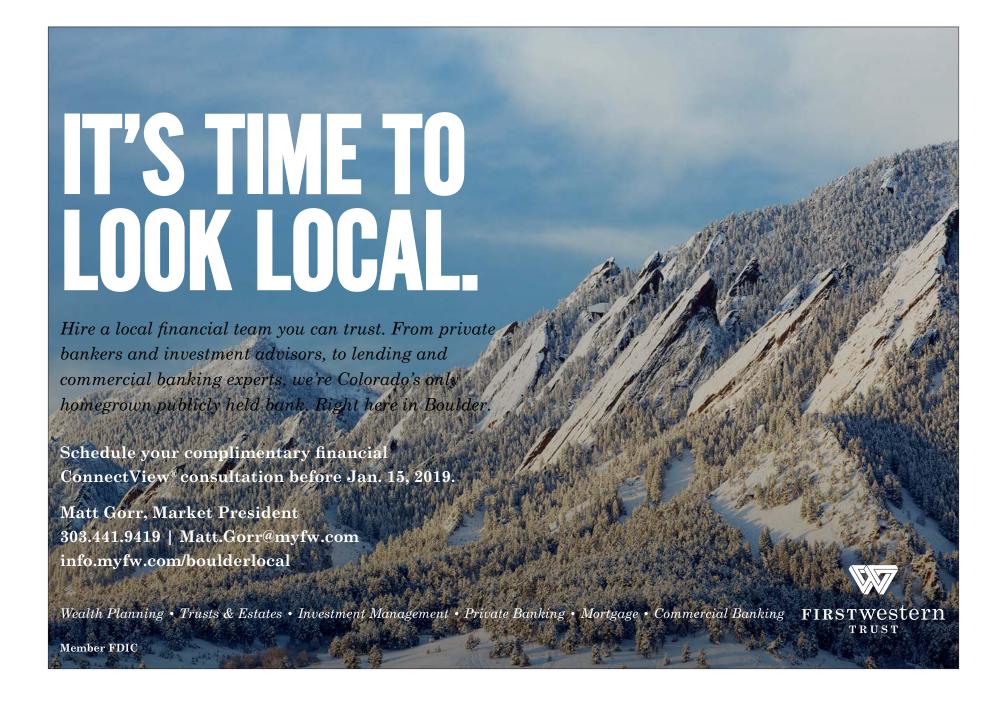
round of layoffs in line to close its facility at 2555 W. Midway Blvd. in Broomfield. The company said in a letter to the Colorado Department of Labor and Employment that its layoffs will take place in three waves, with the first earlier this year and the last ending in 2019. In April, the company laid off about 65 employees. The second wave of layoffs will take place on Jan. 17 and Feb. 15. About 24 employees will be affected, mostly technicians. Those employees were notified on Nov. 13. In 2017, Novartis, the Swiss-based pharmaceutical company and parent of Sandoz, announced it was ending operations at its Broomfield facility.

Posted Nov. 16.

Boulder film festival expands to Fort Collins

The 15th Boulder International Film Festival, which kicks off in Boulder Feb. 28, has expanded its operation into Fort Collins and will show films at the Lincoln Center on March 8 and 9. Festival passes, CineCHEF tickets and gift cards for the holidays are on sale now but the full program and specific event tickets won't be available until February.

Posted Nov. 14.



DALLAS HELTZELL/FOR BIZWEST

The restaurant locally sources its entrée dishes such as this four-ounce filet mignon from Aspen Ridge in Kersey and a roast chicken breast with spaetzle, smoked ham greens and cornbread.



Hickory and Ash is located on the ground floor of a six-story office build-

ing in Arista in Broomfield.



Arista's upscale 'meatery' is Taylor made

By Dallas Heltzell

news@bizwest.com

BROOMFIELD — Devotees of upscale Denver dining know iconic chef Kevin Taylor for white tablecloths, sterling and crystal.

Colorado business casual? Not so much.

And yet that's what they'll find at Hickory and Ash — once they find it.

The bright, wood-accented eatery — Kevin Taylor calls it a "meatery" for its locally sourced, hickory-smoked beef and chicken — is deep within Broomfield's mixed-use, masterplanned Arista development, on the ground floor of a six-story office building between the 6,500-seat 1stBank Center and a stop for inbound Boulder-to-Denver regional buses. No formality inside; instead, it's wide windows and warm woods.

The name Hickory and Ash "is the whole idea," Taylor said. "Hickory feeds the fire and ash is what's left over."

The 5,500-square-foot restaurant, designed by Taylor and Denver-based architect A. Riddick Semple, seats 60

to 70 diners in the restaurant, another 48 in a back room and 36 on a seasonal patio, Taylor said. Small, evenly spaced ash logs laid atop restored railroad ties make up much of the ceiling. Pine accents are spread throughout, and birch bark accents the archways. A long open bar spreads out along the south wall, and seating stretches along the windows that face U.S. Highway 36. Guests can peer through a tall pane into a cabinet holding from 70 to 100 bottles of wine.

"We definitely wanted to do more approachable restaurants," Taylor said. "It's very expensive to do luxury restaurants. The china, the silver, the tablecloths—that's all expensive. This is where the future's going."

Taylor had his eye on Arista for nearly a decade after being approached by Wiens Real Estate Ventures, Arista's developer. "We had looked at the project and got pretty fired up about it — and then the economy happened," Taylor said of the Great Recession. Things finally came together for Hickory and Ash to open in July 2017.

"We didn't want to do something as a steakhouse that would be viewed

If you go

HICKORY AND ASH 8001 Arista Place, #150, Broomfield 720-390-4400 Hickoryandash.com

that way. We wanted fish, chicken, other items. We looked at what the market was and where the holes were — and everything's worked."

The "we" includes Taylor's wife, Denise, and sons Ryan and Cooper. Ryan, Hickory and Ash's executive chef, spent some time working at Mugaritz, a restaurant in San Sebastian, Spain, but most of his culinary career — dating back to high school — was spent working at Kevin Taylor's at the Opera House in downtown Denver's performing-arts complex. "He's just kind of grown up in it, and after spending 10 years working with us, we knew that he was ready, and this is what we wanted for him," Taylor said. "He's 29, and he's been cooking for 15 years.

"Cooper, one of our other sons, is

general manager of Hickory and Ash, and Denise is our director of catering. She's also a manager and does a little bit of everything."

The menu features many locally sourced selections including meats from Aspen Ridge Natural Beef in Kersey and Denver-based Tender Belly Pork as well as Avalanche Cheese from Aspen, a custom-made amber ale from Broomfield-based Wonderland Brewing Co. and a butterscotch pudding spiked with Stranahan's Colorado Whiskey.

The menu offers a shrimp cocktail that's a tribute to the first dish Kevin Taylor taught Ryan, but its text also is spiced with whimsy. A Yukon Gold mashed potato side is served with "butter, butter and more butter." The "Duck Duck Goose" appetizer has potted duck, foie gras and gooseberries. Then there's a dessert called "Don't Cry Over Spilled Milk."

Kevin Taylor, who said he's been cooking for 41 years, opened his first restaurant, Zenith American Grill, at age 25 in 1987. Today, the Kevin Taylor Restaurant Group includes Limelight Supper Club and Lounge, also in the



DALLAS HELTZELL/FOR BIZWEST

Ash tree branches can be seen above the bar at Hickory and Ash.

Denver Center for the Performing Arts, and Mila, a Mediterranean-inspired concept at 999 18th St. in Denver Place.

On the group's website, Taylor shared his recipe for success:

"When I cook, the first and foremost thought in my mind is that each guest needs to be wowed," he wrote. "I take perfection seriously and am constantly looking for ways to improve myself as a chef, the food, the ambiance and setting, and how people feel when they dine in any of our restaurants. Food is just a portion of the overall guest experience. I often ask myself how contemporary cuisine can be better, and go from there."

Buoyed by the success of Hickory and Ash, the Taylors also seem sold on Arista and plan to open a second restaurant, Masa, this month at 8181 Arista Place. Ryan Taylor and Frank Blea will partner at Masa to create what Kevin Taylor called "casual but very refined Mexican food.

Bricker, from 3

bands in one night. Now, many other cities use Greeley's Go-Cup system as a model.

"The events are the single thing I account our success to," Bricker said. "You have people on the streets every weekend. It's amazing what they've done for us."

Once the festivals were established, Bricker encouraged artists to show their talents on downtown buildings. The city was skeptical at first, so the DDA funded an Einstein mural by Armando Silva. It was a big hit. The city now has a program that allows artists to apply for building space to paint murals and pays them to do it. There are many prominent murals now, including art alley, where creative murals cover walls on a space once known for dumpsters and rats. The dumpsters are still there, Bricker said, but you won't notice them, even if you still may smell them. Bricker is also involved with the Greeley Creative District, which also encourages artwork in the space between downtown and the University of Northern Colorado, which led to dozens of artistic trees that line Eighth Avenue and sculptures in Lincoln Park and other places.

Now there are more than a half-dozen restaurants, a tea house, several breweries, a steakhouse, a quirky game and comics place called the Nerd Store, a couple of boutiques,

a bakery and some antique stores and other established businesses. The crowning glory, Bricker said, is the downtown hotel that opened last year and should bring in many conventions and people wanting to stay the night after, say, a night of drinking.

"Where do you take people when they're visiting and you want to show off your town? Every town has chain restaurants," Bricker said. "Each city identifies with and is connected to its downtown."

Downtown is thriving, and Bricker believes her staff is ready to take over, the same way she did at her flower store when she applied for the DDA job. Fisher will assume the role on Jan. 1.

Bricker will spend more time at her flower shop and work with the Creative District as well as continue to run the Greeley Blues Jam, which is now considered one of the finest blues events in the country.

Yes, the economy got much better, and yes, she couldn't have done it without a champion such as Bob Tointon, who owned many of the buildings and kept them clean or renovated them at no guarantee the investment would pay off, but Bricker takes pride in having something to do with downtown's resurgence.

"I'm not motivated by money or power," Bricker said. "Downtown is special. I want to keep it alive. And I can tell you, knitting is not in my future."



LEGAL GUIDANCE AND BUSINESS SENSE FROM SEED TO MARKET AND ALL POINTS IN BETWEEN.

Cannabis companies and investors crave easily digestible legal advice that accounts for the industry's multi-layered regulations.

Dorsey & Whitney is here to help guide you through all your legal issues.

For up to date industry information, visit us on our cannabis related blog: www.dorseycann.com









By Lucas High

Ihigh@bizwest.com

Colorado voters rejected both Proposition 112 and Amendment 74 in November, leaving in place the status quo for the oil and gas industry — for now.

Given the results on Election Day, neither strict new setback regulations nor a system for compensating mineral rights holders for value lost due to new regulations will be adopted immediately. However, lawmakers, local leaders and oil and gas industry representatives all recognize that the concerns that got these issues on the ballot in the first place are not simply going to vanish.

Proposition 112, which was supported by only about 44 percent of Colorado voters, would have pushed

new oil and gas drilling activity farther from certain open spaces, homes and other types of buildings, and waterways. Drilling activity would have been restricted to no closer than 2,500 feet from occupied structures and areas such as parks. The existing setback regulations are 500 feet from residential properties and 1,000 feet from structures such as schools and hospitals.

Despite the measure's failure statewide, voters in Boulder and Broomfield counties supported it. Voters in Weld and Larimer counties voted against Proposition 112.

Amendment 74, an industrybacked measure opposed by about 54 percent of Colorado voters, would have triggered changes to the Colorado constitution to require governments to compensate property own-



www.bizwest.com BizWest | December 2018 ■ 9



ers should the value of their property be reduced by laws or regulation. It was seen as a countermeasure to Proposition 112.

While the state won't be immediately adopting new oil and gas regulations, local municipalities are considering doing just that.

Cities, towns taking the lead

A scene currently playing out in Superior illustrates local efforts to assert some control over what oil and gas operators can and can't do in a community.

In October, United Kingdom-based oil and gas operator Highlands Natural Resources Corp. applied for permits to drill as many as 31 wells on an undeveloped parcel inside town limits off McCaslin Boulevard.

Locals packed a Superior Board of Trustees worksession Nov. 12 to make their opposition to drilling in the town heard.

"We are absolutely 100 percent opposed to oil and gas drilling in Superior," Mayor Clint Folsom told the crowd.

Broomfield Mayor Randy Ahrens, a former oil and gas engineer, also spoke out against expanded drilling in the area.

He recalled an incident years ago



IMAGE COURTESY HEIDI HOWARD PHOTOGRAPHY FOR CLINT FOLSOM - TOWN OF SUPERIOR

when he met with an oil and gas industry representative who touted the potential for drilling activity to bring \$1 million in new tax annual revenue to Broomfield.

"I told him, 'We'd pay you a million dollars to go away," Ahrens joked.

While Broomfield has not implemented a ban on drilling, it has adopted a set of best practices to minimize negative impacts on residents, he said.

Soon after that November meeting, Highlands Natural Resources withdrew its drilling application.

However, the potential for future applications to drill on the Superior site remains a concern. This has town leaders considering adopting a drilling moratorium, similar to measures taken recently in nearby municipalities such as Erie and Lafayette.

"We are going to turn over every stone and investigate every angle to make sure (drilling) doesn't happen," Folsom said.

A decision to impose a drilling moratorium or ban could come with its own challenges.

"Alot of our local governments here in Colorado have been sued successfully by the oil and gas industry ... over whether or not local governments have the ability to say no to oil and gas development," said Matt Sura, an attorney who advises municipalities and organizations opposed to drilling activity.

"We're stuck in this conundrum where the state has these really lax regulations," while many local governments would prefer stricter rules, he said.

Following the defeat of Proposition 112, oil and gas industry representatives have repeatedly pledged to work with municipalities to help leaders better understand the drilling process. However industry groups remain wary of additional regulation.

"Local governments have a significant amount of regulatory authority, and given the intricacies associated with drilling (two to three) miles beneath the surface, it quickly becomes complicated and filled with important technical nuance that requires a good amount of conversation before any new regulations are added to the books," Colorado Oil and Gas Association president Dan Haley said in an email. "That includes discussions with geologists, engineers, and envi-

"We are absolutely 100 percent opposed to oil and gas drilling in Superior."

Clint Folsom - Mayor, Town of Superior

ronmental management staff within industry, as well as with state regulators to make sure local oversight rules are not only functional, but possible."

Weld County commissioners recently approved a measure aimed at streamlining the county's pipeline approval process. The ordinance, passed in October, allows oil and gas operators to work more closely with planning staff and eliminates some of the time-consuming reviews previously conducted by elected officials or members of the Weld County Planning Commission.

A COGA representative spoke in support of the measure and offered Weld County leaders assistance with further pipeline-related issues, according to minutes from the October commission meeting.

"We want to serve as a partner when local jurisdictions have questions, and we want to make sure we help get them the answers and the resources they need. That goes for our state legislators as well," Haley said.

Statewide scenarios

There are multiple forces at play that could impact the future of oil and gas activity across Colorado.

In October, the Colorado Supreme Court heard arguments in what is known as the Martinez case. That case — initially brought in 2013 by a group of six teenagers, including Boulder brothers Xiuhtezcatl Martinez and Itzcuahtli Roske-Martinez — hinges on a question of whether the Colorado Oil and Gas Conservation Commission must verify that new drilling operations do not negatively impact public safety and health prior to issuing permits.

The teens, along with anti-fracking interests, want the COGCC to make human and wildlife wellbeing a priority, not simply one of a host of factors, when deciding on permits.

The commission has argued that state lawmakers have tasked the COGCC with balancing environmental wellbeing with mineral owners' property rights and other oil and gas industry considerations.

Reversing a lower court decision, the Colorado Court of Appeals last yearsidedwiththeteenagers. Colorado Attorney General Cynthia Coffman, on behalf of industry representatives with the Colorado Petroleum Association and American Petroleum Institute, then appealed the decision to the state's high court.

Coffman, a Republican, will soon be replaced by Attorney General-elect Phil Weiser, a Democrat. During his campaign, Weiser said Coffman erred in appealing the Martinez case and pledged to establish a special unit to provide municipalities with advice for negotiating with oil companies.

The state's highest court is expected to take months to issue a decision on the Martinez case. But if the court sides with the teens, it "drastically changes the way the commission regulates oil and gas operations across Colorado," Colorado Solicitor General Frederick R. Yarger said during October's oral arguments.

While the court mulls its decision, the COGCC is holding hearings on a different set of new regulations.

These regulations, initially proposed in 2017 by Erie-based League of Oil and Gas Impacted Coloradans, would require new oil and gas wells and production facilities be sited no closer than 1,000 feet from the perimeter of a school or child care center



POLIS

property line. Current rules impose the 1,000 setback from school buildings, rather than the property line. The next COGCC hearing on the matter is scheduled for Dec. 17.

Colorado Gov.-elect Jared Polis and the state's General Assembly, which convenes for its next legislative session in January, also wield considerable power to potentially change oil and gas regulations.

House Majority Leader Rep. KC Becker, whose home district includes part of Boulder County, told the Denver Post after the election that the oil and gas industry needs to "get real" about accepting new regulations.

"I'm not looking to drive out the industry from the state, but we have to respond to the need of communities so they feel safer," Becker told the Post. "If we don't do something at the legislature in the next two years, the issue will be back (at the ballot box) and with a greater level of funding."

Polis did not publicly support Proposition 112, but he has come out in favor of stricter oil and gas regulations in the past.

Speaking to the Post after the election, Polis said he supports "making sure the local communities have a say in where and how fracking is done in their community."

Could that mean other communities in Northern Colorado and Boulder Valley could follow Superior's lead and explore drilling moratoriums or other restrictions on the industry? It's certainly possible.



COURTESY UNITED POWER

United Power will put a new battery storage installation into use in early December. The installation uses Tesla battery technology.

United Power offsets peak loads with Tesla batteries

By Shelley Widhalm

news@bizwest.com

FIRESTONE — United Power Inc. wanted a way to store energy generated overnight when energy use is low and figured a battery storage system presented the best option — the technology is innovative and a potential for renewable regeneration.

United Power, a Touchstone Energy cooperative headquartered in Brighton, built a 7,000-square-foot commercial scale, energy-storage system at its Firestone location on Interstate 25, just south of Colorado Highway 119. The cooperative worked in collaboration with Chicago-based Engie Distributed Solar, formerly SoCore Energy, a solar photovoltaic and energy-storage developer that serves rural-electric cooperatives and agreed to do the build

United Power selected Tesla Inc., to supply the 4 MW/16 MWh power-pack or high-performance, scalable battery storage system. Tesla, a Palo Alto, Calif.-based company, builds integrated battery systems for automobiles. A megawatt hour is a unit of measure of electric energy that is 1,000 kilowatt-hours.

"We think this is definitely going to be the biggest battery project in the state of Colorado," said Jerry Marizza, new business director for United Power. "We really do feel this is truly the next step in renewable regeneration"

United Power, which solely distributes electric power, is finalizing the commission process for the battery storage system with plans to have it

fully operational in early December; construction began in early 2018. The system employs a Tesla lithium ion battery suite, consisting of several individual battery packs connected together and managed through a software system that act as one battery unit.

Each day, the battery suite will be charged from the grid likely at 2 a.m. when power is less expensive because it's off-peak and more available. It will then be released from the battery system during daytime hours in order to shave off the high-demand peak loads.

"During those peak periods, energy becomes very, very expensive," Marizza said.

Utilities have the option to purchase power on the market or turn on a generator, but that presents another expensive option, Marizza said.

Locally, the market's three largest power generators are Tri-State Generation & Transmission, Xcel Energy and Black Hills Energy. United Power purchases its power from Tri-State, which supplies more than 40 cooperatives in Colorado, Wyoming, Nebraska and New Mexico.

Instead of making the purchase at peak times, the utility can release the battery power to supply customers, Marizza said.

The battery at 4 MWh has the capability of providing output for 4 hours, Marizza said. This can offset about 1-2 percent of the peak demand, saving customers about \$1 million a year. The utility serves nearly 90,000 meters, representing about 200,000 customers, he said.

"This is a big first step for us to move

into the future of what the utility grid will look like and how it will be managed," Marizza said.

United Power plans to install additional batteries if the initial system proves effective, but if the battery degrades or does not hold power over time, the utility will discontinue its use, Marizza said. The utility also will study how the system handles extreme heat and cold to determine its effectiveness, he said.

"We really want to know how this technology really works," Marizza said.

If the utility expands battery use, it will need a smarter grid able to handle electricity moving in two directions on the distribution lines instead of from the utility to the customers' homes and businesses, Marizza said. Batteries could be placed at strategic locations along the grid to absorb excess energy and deliver it back to the utility, he said.

"We just need a more sophisticated grid to incorporate all of this renewable regeneration," Marizza said.

The battery could also be used in a renewable energy strategy, Marizza said. Power generated by solar, for example, could directly charge the battery by day when the sun is shining and be released at night when there is still demand.

"If we don't come up with an answer for that [storing solar power], it would limit renewable regeneration," Marizza said. "We want to learn about it for other purposes to be able to develop further regeneration, so we can use it for all 24 hours."

Renewable regeneration could

occur in all-solar subdivisions, where homes have solar panels to generate electricity that the utility would then use, Marizza said.

Nationwide in the past 18 months, cooperatives are co-locating battery storage systems with solar panels, said Kevin Phelan, chief marketing officer of Engie Distributed Solar. The panels generate electricity from the sun, which is then sent into the distribution grid or the battery system, he said.

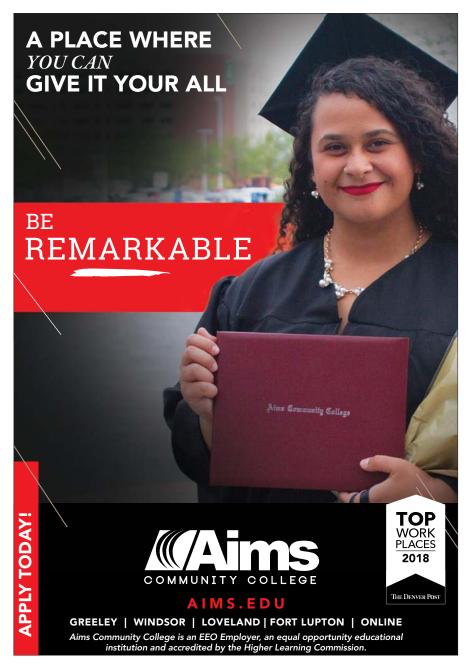
"Obviously, solar has become very cost-effective in the price of electricity. It's become very competitive," Phelan said.

A challenge of solar power is that it can only be produced during daylight hours, but batteries, which also are becoming more cost-effective, can extend that use into the evening, Phelan said.

"Instead of having to use more gasfired electricity in the evening, you can use batteries to use up some of the solar power you stored," Phelan said. "It helps balance the distribution of the grid. ... The battery puts a lot of resiliency into the grid that makes the grid stronger and more reliable. ... It's generating power that's clean and affordable."

United Power will hold a ribbon cutting for the Tesla battery storage system at 2 p.m. Dec. 18 with dignitaries invited including Phelan.

"We see this as a way of benefitting the customers at the end of the day," Marizza said. "We're owned by the customers we serve and have a tight relationship with them. It's our feeling as a cooperative ... we have an obligation to investigate new technologies." www.bizwest.com **BizWest** | December 2018 ■ **11**







2401 17th Street, Greeley, CO 80634

Front Range Energy — Kathy Dinkel, Dan Sanders, Jr.

BW

ONE ON ONE

Jon Vaught: CEO of Front Range Biosciences

Each month, BizWest asks a business leader to participate in a question and answer feature to help shed light on a business topic, an industry or add insight to a field of endeavor. This month, Jonathan Vaught, CEO of Front Range Biosciences Inc. with a lab in Lafayette, was asked to participate.

BizWest: Front Range Biosciences is involved in applying genetics and genomics to agriculture, specifically high value crops such as hemp and cannabis. Briefly describe the work that you do.

Jonathan Vaught: Front Range Biosciences focuses on high value crops such as cannabis, hemp, and coffee with the goal of enhancing reliability, efficiency and safety for growers and consumers. We use mainstream agricultural techniques, such as tissue culture propagation, to produce disease-free, pesticide-free rooted cuttings, or clones, for both hemp and marijuana growers. These starter plants, produced as part of our Clean Stock program, minimize crop loss from disease and increase growers' production efficiency. We're also building the industry-leading breeding platform for cannabis varieties that have unique and commercially valuable traits for the nutraceutical, recreational and medical markets. This includes production of new varieties in both seed and vegetative forms.

BW: Your work reminds us of Norman Borlaug and the Green Revolution — on steroids, of course. Is that a fair comparison?

JV: The Green Revolution enabled us to feed perhaps a billion more people on planet Earth, so it's hard to compare yourself to a large movement with such impact. We're focused on improving the early stages of the supply chain for cannabis



COURTESY FRONT RANGE BIOSCIENCES

Jon Vaught: CEO of Front Range Biosciences

and coffee to increase yield, reduce disease and make the lives of farmers and growers less risky and more productive.

BW: What will be the next big step in development of high value crops, or agriculture in general, as you see it through the lens of bioscience?

JV: The next big step in agriculture is precision agriculture, which is the combination of information technology, automation and imaging technologies to perfectly dial in productivity for the crops that feed the world. It includes precise tailoring of everything from genetics of the crop through marker-assisted breeding, to the microbiome in the soil, to planting and harvesting times, to crop rotation.

BW: I know you're working to develop the Colorado and California markets for your methods and products. How about other high growth areas for hemp and cannabis, such as

Canada or Kentucky or other states?

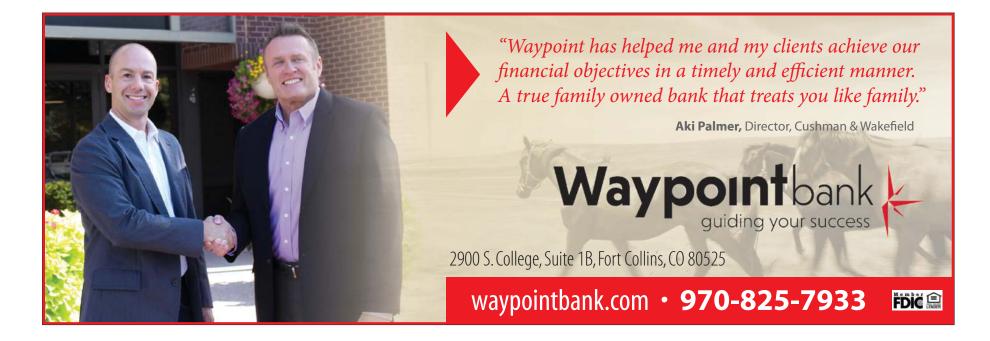
JV: We see the cannabis market, including both hemp and marijuana, expanding not only throughout the U.S. but also globally. We are positioning ourselves to take advantage of this market growth and will have an announcement about our next geographic expansion soon.

BW: What are the regulatory hurdles for your work and what are the solutions?

JV: The regulatory restrictions we face are largely due to outdated federal laws around prohibition of cannabis, which even includes the type of cannabis that doesn't get you high, also known as hemp. This makes normal business activities such as banking and obtaining insurance or loans challenging, especially for farmers trying to make a living. The 2014 Farm Bill opened the doors for state approval of hemp cultivation and created a booming market, but many state programs are still deemed non-compliant under federal law. A misunderstanding of hemp fuels legislative fears and puts off investors from contributing the capital necessary to expand operations. Overcoming the stigma around hemp involves educating legislators, cultivators and investors about what the crop is and how it can better the country's economy.

BW: What are your plans for scaling your company?

JV: We're looking to accelerate our Clean Stock programs with more production capacity in Colorado and California and expand our reach internationally. In addition, we are rapidly expanding our IP development and building out our cannabis breeding with additional facilities and talent.



www.bizwest.com BizWest | December 2018 ■ 13

Environmental policy change has major implications

he Trump Administration's emphasis on state empowerment has garnered significant attention, particularly in the environmental arena. So it is somewhat surprising that a recent change in policy having major implications for state permitting authority under the Clean Water Act has gone relatively unnoticed. The process that precipitated this change actually began under the Obama Administration.

The CWA establishes two permitting programs: one that addresses effluent discharges, such as those from municipal or industrial wastewater-treatment plants (Section 402); and one that addresses the use of "fill" material to construct things such as dams or bridges, or to otherwise enable development in areas containing wetlands, streams, or other waters (Section 404). Section 404 permitting (often called "wetland permitting") frequently presents issues for those in land or water development, agriculture, and extractive industries.

Congress initially placed both CWA permitting programs in the hands of federal agencies (the Environmental Protection Agency for Section 402 and the Army Corps of Engineers and EPA for Section 404), but included specific provisions in the Act to allow states to take over, or "assume," these programs. Regulated interests, such as businesses, farms, and municipalities, typically favor state-run programs over federally run programs. Currently, 47 states (including Colorado) implement their own Section 402 permitting programs, but only two states - Michigan and New Jersey — implement their own Section 404 permitting programs.

While various obstacles account for this discrepancy, one of the biggest is the difficulty in identifying those waters a state can regulate when it assumes Section 404 permitting authority (known as "assumable waters"). This is because the CWA requires the Corps to retain authority over certain waters, but does not clearly identify those waters (known as "retained waters").

Traditionally, when a state wanted to pursue Section 404 program assumption, it negotiated with the Corps over how to divide permitting authority. Regulations grant the Corps final say on the matter, so, as one might expect, the Corps has interpreted retained waters broadly. In fact, Minnesota recently evaluated potential Section 404 program assumption and estimated that the Corps would retain jurisdiction over 92 percent of total wetland acreage and 99 percent of total lake acreage in the state.

Creating and implementing a complicated permitting program requires a significant investment of time, money, and political capital. Given the Corps'

traditional interpretation of retained waters, it is not surprising that most states have concluded that the return on Section 404 program assumption is insufficient to justify the investment.

In 2015, EPA assembled a group of stakeholders to recommend a way of identifying assumable waters that would remove this barrier to state Section 404 program assumption. In June 2017, this group, known as the Assumable Waters Subcommittee, provided

> its final recommendations to EPA.



JOHN KOLANZ KEEP IN LEGAL

While EPA has announced its intent to propose regulations in 2019 to address the subcommittee's recommendations, the Corps decided not to wait. It recently issued

a policy memorandum adopting the subcommittee's recommendations.

These recommendations have profound implications for assumption of Section 404 permitting authority by Colorado. Under the previous approach, the Corps would retain jurisdiction over hundreds, if not thousands, of miles of streams in Colorado, along with wetlands adjacent to these streams, which can extend for miles.

In contrast, under the new approach, the Corps would retain jurisdiction over approximately 39 miles of the Colorado River from Grand Junction downstream to the state line and the portion of Navajo Reservoir lying within Colorado, along with adjacent wetlands out to a distance of 300 feet. In other words, under the new approach, Colorado could assume Section 404 permitting authority over virtually all waters in the state. This places Colorado in an almost unique position among all states in this regard.

Colorado's booming growth and its need to secure water to supply such growth will raise countless challenges, including Section 404 permitting issues that require an enlightened balance between development needs and environmental protection. Section 404 Program assumption could provide the autonomy to address those challenges in a more efficient manner, and in a way that accounts more effectively for Colorado's unique interests.

Colorado evaluated Section 404 program assumption in the early 1990s and concluded that it was not worth the investment. Given the new rules of the game, it is time to take another look.

John Kolanz is a partner with Otis, Bedingfield and Peters LLC in Loveland. He focuses on environmental and natural-resource law, including Section 404 matters, and can be reached at 970-663-7300 or JKolanz@nocoattorneys.com.





PUBLIC-PRIVATE-PHILANTHROPIC Powers Unite to Address Attainable Housing

With a wait list in Loveland for attainable housing that's currently 3,000+ families long, it was time for public, private, and philanthropic powers to unite to address the growing issue. Brinkman has partnered with the Loveland Housing Authority, Habitat for Humanity, and Aspen Homes to bring more than 200 attainable housing units through a new project called Grace Gardens at Derby Hill.

In the preliminary stages, this project represents an innovative approach to important issues facing many of our communities.

Through our commitment to Using Business as a Force for Good, Brinkman is focused on aligning our efforts with organizations heavily influenced by real estate to ensure our business decisions and charitable investments our directly supportive of each other.

A Development & Investment Company currently in markets across Colorado including:

Fort Collins | Loveland | Windsor | Longmont | Westminster | Arvada | Boulder | Lakewood | Aurora





NORTHERN COLORADO

An in-depth look at the national and regional economy presented by economists and a panel composed of respected experts in specific industries.

WEDNESDAY, JANUARY 30, 2019

10:45 a.m. - 1:30 p.m.

Embassy Suites, Loveland, Colorado

REGISTER HERE

https://bizwest.com/events/nocoeconomicforecast/



BANKING AND FINANCE

Shawn Osthoff

President, Bank of Colorado



HEALTH CARE

Kevin Unger

President & CEO, Poudre Valley Hospital and Medical Center of the Rockies

Shawn Osthoff is the President of Bank of Colorado and is responsible for overseeing the \$3+ Billion in assets held by Bank of Colorado across their 43 branches. Mr. Osthoff has extensive experience in banking including lending, loan operations, commercial and agricultural loan portfolio management and corporate management.



REAL ESTATE

Matt Vance
Economist, Director of Research & Analysis,
CBRE

Matt Vance is an Economist with CBRE Econometric Advisors. His research is grounded in economic theory and designed to support client investment strategy and market positioning. Matt is a frequent speaker and panelist at economic and commercial real estate conferences and his work is regularly cited throughout U.S. media outlets.

Kevin L. Unger is President/CEO of Poudre Valley Hospital and Medical Center of the Rockies and Executive Leadership over Yampa Valley Medical Center and Greeley Hospital. Mr. Unger oversees management agreements with Sidney Regional Medical Center and Ivinson Memorial Hospital.



KEYNOTE ADDRESS

Rich Wobbekind
Associate Dean,
CU Leeds School of Business

Richard L. Wobbekind is Executive Director of the Business Research Division and Senior Associate Dean for Academic Programs at the University of Colorado Boulder. He joined the faculty at the Leeds School of Business in 1985, and has served as Associate Dean since 2000.

Title Sponsors







Associate Sponsors

Coan Payton & Payne LLC DaVinci Sign Systems Lamp Rynearson Orthopaedic & Spine Center of the Rockies Poudre Valley REA





GALA FOR WELLNESS

DREAM AMONG THE STARS · A BLUE STAR NIGHT

Thank you for helping us to raise over \$ 180,000 in support of our local Northern Colorado veterans at this year's Gala for Wellness.

We are proud to honor and serve our community heroes through the Blue Star Fund.



Just \$500 covers 5 visits to a chiropractor for one veteran

\$1,000 pays for a veteran to visit a mental health professional 10 times



\$1,000 provides one veteran with scholarships and educational support for certifications, trade skills, job training, etc.







BW BREWING



DAN ENGLAND/FOR BIZWEST

Heather Bean will move Syntax Distillery to the Greeley Elevator building in downtown Greeley.

Syntax takes over iconic Greeley Elevator

By Dan England

news@bizwest.com

GREELEY — Heather Bean hadn't seen Gustav for three nights in November when she heard his yowl at the door at 10 p.m. on a Sunday.

They hold hands, paw to flesh, while they sleep, but Gustav loves to socialize, especially with people who aren't her. He will come home smelling of perfume after visiting other downtown bars. So she laughed when Gustav strolled in with a filthy coat, ragged ear and no collar.

Bean forgave him, as she always does. She understands him and loves what she calls her open relationship with him. And she knows how hard the transition's been on him.

Bean bought the Greeley Elevator in downtown Greeley a year-and-a-half ago, and she moved her business, Syntax Spirits Distillery, to it nearly four months ago. She hasn't had customers for a few months now, and as a result, Gustav is making more rounds than usual. He misses the visits. He misses the extra laps. He misses the fun.

That should change by late December, or maybe mid-January, when Bean and a small crew finally finish with the complete overhaul of the building. It's been a lot of hard work, and it's taken longer than she thought it would.

However, unlike Gustav, Bean didn't mind the break from customers. She opened Syntax eight years ago in a building that technically remains downtown Greeley (say the distillery's name out loud, and you'll hear

her quirky and dry sense of humor). The business did well, and that was a blessing and a curse, as she found herself working pretty much all the time on making product and running the tasting place and distribution. By the time she had to move four months earlier than she planned into the Greeley Elevator, she was burnt out.

She and Jeff Copeland, her longtime boyfriend and business partner, took the time to catch up on life and all those house projects they'd ignored. They fixed up their cars, cleaned gutters, trimmed overgrown trees and fixed a fence that had blown down.

That's delayed the distillery somewhat. She originally hoped to be open by Halloween, but renovating a 100-year-old building (it was built in 1904) takes time. It's also expensive. She paid \$250,000 for the building, and she thinks she'll spend that much on renovations when it's done.

But the price tag was hard to resist. She expected it to be at least twice that. It was, she said, one of the last good deals in downtown Greeley. She bought it a year-and-a-half ago after dreaming half-heartedly about moving into it. She always loved the funky towers and old wood and silos that stored grain she used to buy when she first opened.

She just always figured it would be too much. Instead, they paid cash for it, and their rent went away. When her employees revolted against the manual labor and walked out, she was on her own, essentially, and found it was a good time to back off for the first time since she opened the place: She had no immediate bills to pay. So she



DAN ENGLAND/FOR BIZWEST

Gustav is the distillery cat at Syntax Distillery.

distilled a bunch of inventory to keep the distribution going and enjoyed working on her home with Copeland.

Now she's hired a friend who builds custom homes, and his work, along with her own sweat, means things are moving much faster now, even with the delays on permits and inspections and other hangups. It's tedious work: She spent two weeks recently designing her decks to fit ADA requirements and track down all the parts.

She's also excited about it. The new building will have lots of room for inventory and her wholesale business, as well as a meeting room with cozy couches for special occasions, and outdoor seating, along with the more public tasting room and bar, where Gustav can move from person to person, especially the pretty ladies with the nice perfume. The location should be a little less intimidating and easier to find than the last location, which was barely downtown, in a place that was hard to find and even

Syntax Spirits Distillery

Located in the Greeley Elevator building 700 Sixth St. in downtown Greeley. 970-352-5466.

The business will be closed Monday and Tuesday, but that could change. It opens every other day at noon on weekends and 4 p.m. weekdays.

www.syntaxspirits.com

harder to walk to: She expects to draw in a lot more newcomers now that she's essentially next door to WeldWerks, Greeley's most popular brewery.

"I think it will be a lot more accessible for everyone," Bean said. "A little less edgy, more suitable and more mainstream. I can't help but do things kind of weird, but it will be less alarmingly weird, a little more classy and a little less carnival."

She will still feature her four main products, vodka, gin, dark rum and whiskey, but as with WeldWerks, she will have specialities and fun experiments to taste every month, such as wine-barrel-aged rum and bourbon. She's also hoping to possibly coordinate with WeldWerks for food truck service. She also enjoys bringing in live music and a different artist every month

Regardless of what happens, she thinks she will be open by the new year. But that may not happen, and if it doesn't, trust her, she's working on it.

"I'm just excited to get cranked up and ready to go," Bean said. "Things are getting more relaxing in general." AN ADVERTISING FEATURE OF BIZWEST



INSURANCE

The Importance of a Personal Umbrella Policy and Why You Should have one

Distractions while driving can occur every day and seem to be all around us; these distractions can include text messages, phone calls, a quick meal on the road, all of which interrupts a driver's attention. Have you ever stopped to think, "What would happen if a distract



Lynda Mitch
Personal Insurance
Account Executive

stopped to think, "What would happen if a distracted driver caused a serious accident? Would their insurance be enough to cover all damages and injuries?" The answer to this question is more than likely "no."

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

Recent studies have shown that approximately 1 in 7 motorist is uninsured or carry the state auto required minimum policy limit. It is important to understand how the coverage will protect you and/or your family members if involved in an accident with such a motorist. We recommend that you speak to your insurance broker or agent about these options annually.

Flood and Peterson

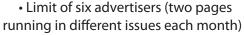
Lynda Mitch, CIC, AAI Personal Insurance Account Executive Phone: (970)356-0123 Email: LMitch@floodpeterson.com

MARKETING

Showcase your industry expertise with Thought Leaders monthly feature

Here's How It Works

- You choose a question that is pertinent to BizWest readers
- You answer the question in the form of a column
- Your photo, logo and contact information appears in the ad



Over 72% of our readers are in top management positions and make corporate decisions using BizWest special supplements and directories to make those decisions. Your advertising message will be seen by hundreds of potential customers, all of whom have the influence to use your products or services.

Your investment with an annual agreement also gets you TWO FREE Halfpage ads with color that will appear on the bottom half of the page. In addition your message will be featured in a text box ad twice in a two week period in a Business Report Daily e-newsletter. Over 10,000 readers subscribe to the Business Report Daily. Users will click on the headline and go to a landing page that shows the entire full page ad. Then they can click on your website address and it links them to your web site. Contact us today!



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



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



Sara Duffert sduffert@bizwest.com 303-630-1941 970-980-5068



1600 Range St., Suite 101, Office #8, Boulder, CO 80308 303-440-4950

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

PAYROLL & WORKFORCE SERVICES

Employee VS. Independent Contractor

Employees are expensive! Wages, employer's share of payroll taxes, benefits, paid time off-the costs really add up. So why not treat

really add up. So why not treat that employee as an independent contractor and save some money? Because the employee is not independent, and therefore cannot legally be treated as an independent contractor.

You've heard the old saving



Payroll Vault

"if it walks like a duck and quacks like a duck, it's a duck.". If the worker acts like an employee and their actions are controlled by the

employer, the worker is an employee. While both the federal and Colorado governments have their own tests to determine whether a worker is an employee or independent contractor, the common theme is employer control and contractor independence. If the employer controls what, how, and when the work will be done, the worker is an employee.

Section 8-70-115 of the *Colorado Revised Statutes* establishes the state's criteria for determining an employee versus an independent contractor; some of those criteria are as follows:

EMPLOYEE	INDEPENDENT CONTRACTOR
Hours worked defined by employer	Hours worked based on a completion schedule
Paid a salary or hourly rate	Paid a fixed or contract rate
Pay amount written to individual	Checks paid to trade or business name of individual
Works exclusively for employer	Is engaged in an independent trade or occupation offering services to the general public
Uses employer's machinery and tools	Provides their own machinery and tools
Can leave employment at any time without incurring liability for breach of contract	Can be held liable for breach of contract for failure to complete a job or complete the job satisfactorily
Trained by employer	Uses their own knowledge and methods
Does not incur a profit or loss from their job	Can realize a profit or incur a loss as a result of the services they performed

The costs of misclassifying employees as independent contractors can be steep. Employers who misclassify employees as independent contractors will be responsible for back employment taxes, workers comp insurance premiums, unpaid wages and overtime, and more, depending on whether the misclassification was unintentional or deliberate. The Colorado Department of Labor and Employment will assess substantial penalties if they determine that an employer has deliberately misclassified an employee as an independent contractor. Per the Colorado Department of Labor and Employment website "if the investigation finds that the employees have been misclassified with willful disregard of the law, the employer may be fined up to \$5,000 per misclassified employee for the first misclassification and up to \$25,000 per misclassified employee for a second or subsequent misclassification." The misclassified employees themselves may file a lawsuit to recover back wages and overtime and other benefits.

Ensure that you have classified your workers correctly. Payroll Vault of Weld County can direct you to resources that can help you with classification. Call us today at (970) 353-0170 for a free payroll checkup. Whether

you have employees or utilize independent contractors, we can pay them for you!

Allyson Rodahl, CPP Operations Manager/President allyson.rodahl@payrollvault.com 970-658-2855 (p) payrollvault.com 1703 61st Ave, Suite 101 Greeley, CO 80634





COURTESY COLORADO BREWERS GUILD

Andres Gil Zaldana, executive director of the Colorado Brewers Guild.

Unforeseen 'logistical nightmare' as breweries prep for grocery sales

By Jensen Werley

jwerley@bizwest.com

The craft brewing industry can see its products on grocery shelf stores on Jan. 1, but the expansion of where it can sell its beer is creating unforeseen complications to logistics, thanks to some oversight in the legislation.

In order to sell beer to both liquor stores and grocery stores — and be in compliance with the law — breweries have to keep the beer for each destination completely separate. That means it has to be brewed in separate tanks, stored in separate locations and shipped totally separately. That's because Colorado law says that there are two different types of beer: fermented malt beverages and malt liquor. Any beverage under a 4.0 alcohol content is a fermented malt beverage, or FMB, and anything above is malt liquor. Each classification has its own liquor license.

Although grocery stores will be able to carry full-strength beer—malt liquor—starting Jan. 1, 2019, a quirk in the Colorado law forgot to change that breweries selling to grocery stores no longer need a special FMB license.

"Anyone who wants to work with them [grocery stores] need to have the right type of license," Andres Gil Zaldana, executive director of the Colorado Brewers Guild, told BizWest. "Very few breweries have that license as is."

What is more, the law requires breweries to segregate their grocery store beer from the beer destined for liquor stores. Even though those beers are now the same and both are full-strength beer, the law hasn't been updated.

"The way the law is written, they're supposed to be a separate and distinct product — in the tank, stored and in a separate system," Zaldana said. "Unfortunately a lot of members who are excited about this new market have to follow these rules."

The quirky law has created a logistical nightmare for breweries that were planning to sell in grocery stores, Zaldana said. They now quickly have to get an FMB license. Zaldana said the Colorado Liquor Enforcement Division is working with the Colorado Brewers Guild to waive fees, bringing the price down from \$1,000 to \$500, but it's still an added expense.

The snafu has been caused by an oversight by the legislature not taking out the requirements for FMBs despite that in practicality they are no longer necessary. The hope, Zaldana said, is it gets corrected quickly in a new bill that recognizes that the FMB beer and the malt liquor beer are now the same,

"Anyone who wants to work with them [grocery stores] need to have the right type of license. Very few breweries have that license as is."

Andres Gil Zaldana, executive director of the Colorado Brewers Guild

going to the same places.

The issue, however, is that the legislature won't reconvene until during January, which means there will be at least some period of time where the breweries have to follow the law as it is, and keep everything separate.

For many breweries, just waiting until the law gets corrected isn't an option. Most major grocery chains make their purchasing decisions months in advance, which means the breweries that want to be in grocery stores are trying to be ready partners on day one. They don't want to be left behind and be the brewery that wasn't ready for Jan. 1 and risk not being able to get into stores at all. So they're jumping through the logistical hoops

of having the FMB license and keeping their beer separate, even if it will only be a necessary requirement for a short period of time.

But keeping the beer separate is a challenge. Breweries have to try to predict how much beer they're going to sell to each destination, made all the more difficult by the fact that this is the first time many breweries are selling to grocery stores, and they have no historical data to go on when it comes to determining how much they'll need for groceries.

"We're hoping against all hope they'll figure it out," John Bachman, of Post Brewing Co., said at a recent BizWest CEO roundtable about the brewing industry.

Zaldana is optimistic that a fix should come soon. The Colorado Brewers Guild is in the process of getting sponsors for the bill. The fix so far has been a non-controversial one.

If for some reason it doesn't happen though, it means a much longer headache breweries are trying to avoid.

"Theoretically, we'd be stuck with the status quo," he said. "It means separate brew systems; storage would be difficult. That would be the new normal. I hope that's not the case."

Or, the chaos it's caused put into other words by Bachman: "It's a cluster----."

www.bizwest.com BizWest | December 2018 ■ 19







The Blue Star Fund aims to support our veterans by partnering with service organizations to collectively provide for those in our communities who have raised their hand to serve.

Diverse challenges, such as access to VA services, economics, housing, transportation issues, and behavioral health, face the region's veterans and the various agencies, nonprofits, and support groups that serve them.

YOU CAN HELP!

MAJOR GIFTS



2 VETERANS AVERAGE ANNUAL OUT OF POCKET MEDICAL EXPENSES



5 VISITS TO A CHIROPRACTOR

MONTHLY GIFTS



12 VISITS TO A MENTAL HEALTH PROVIDER



DENTAL EXTRACTION FOR 1 VETERAN \$50/mo.

12 VETERANS RENTAL APPLICATIONS FEES

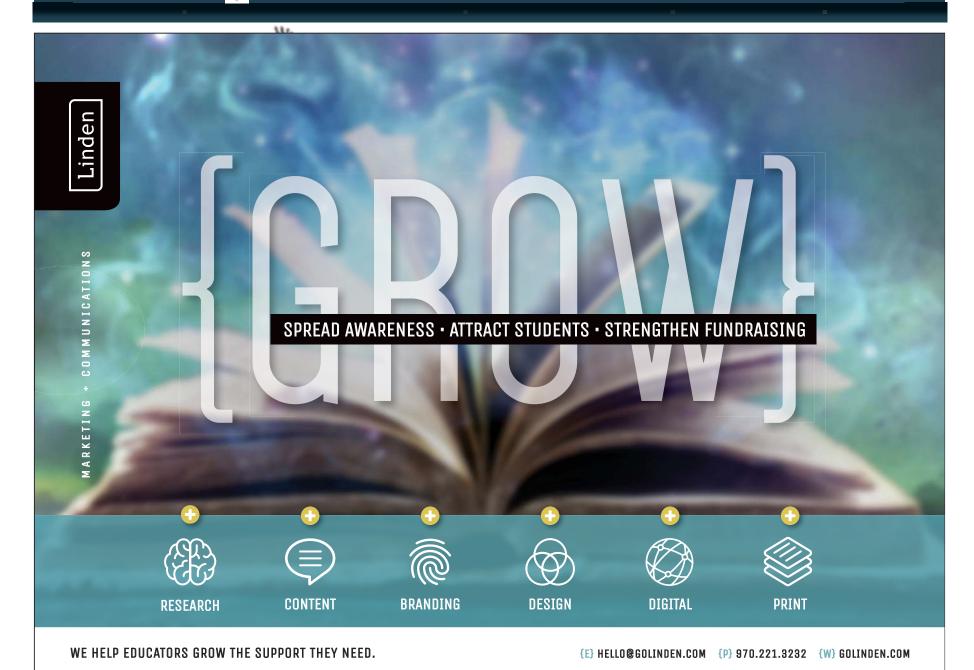


DENTAL EXAM AND X-RAYS FOR 1 VETERAL





www.PursuitWellnessFoundation.org | 970-617-2575



BW 0 U T D 0 0 R B I Z

Hickenlooper leaves large outdoor legacy

By Shelley Widhalm

news@bizwest.com

Gov. John Hickenlooper bolstered the state's outdoor industry from recreation to conservation, a legacy outdoor companies see Gov.-elect Jared Polis as continuing.

"He was a great champion for folks in both recreation and conservation and balancing all the needs and interests around them," said Andrew Clurman, president and chief executive officer of Active Interest Media, a multimedia, outdoor-focused company in Boulder. "He did a balanced job of serving the interests of not just one group but by balancing the interests of the state with recreation and conservation and economic interests. ... Colorado is a state with some of the most spectacular natural resources ... things that need to be preserved, protected and responsibly used."

A former small-business owner and outdoor enthusiast, Hickenlooper championed the \$28 billion-a-year outdoor industry by bringing a major trade show to the state and creating several outdoor-focused governmental entities.

Hickenlooper landed the Outdoor Retailer show in Denver following political discord at its original home of Salt Lake City, Utah, merging it with the Snow Show dedicated to winter sports. The first Outdoor Retailer Winter Market in Denver was in January 2018, coupled with a Summer Market in June that brings together brands and retailers in a business-to-business promotion of outdoor recreation activities and associated trends and products.

In 2015, Hickenlooper created the Colorado Outdoor Recreation Industry Office, one of seven in the nation that advocates and provides resources for the outdoor industry with a focus on economic impact, conservation and stewardship, and education and workforce training. Three years later, he signed an executive order creating the Inter-Agency Trails and Recreation Council, advancing the vision of the 2015 "Colorado the Beautiful" initiative for recreational access and promoting outdoor recreation and conservation in the state.

"Gov. Hickenlooper was among the first in the nation to recognize the power of the state's and nation's outdoor industry. He's the third governor to establish an outdoor recreation office," said Alex Boian, political director of the Outdoor Industry Association, a Boulder-based trade organization for the outdoor industry. "He's been a national leader and shining example of an elected official who sees value, sees promise and sees a return on investment in investing in the outdoor industry and outdoor



COURTESY EVAN SEMÓN PHOTOGRAPHY, PROVIDED BY THE GOVERNOR'S OFFICE

The outdoor industry in Colorado gives Gov. John Hickenlooper credit for the stepped-up attention and support of the industry.

recreation economy."

Hickenlooper leaves a legacy of government investment in the outdoor recreation industry by supporting the OIA and starting the Outdoor Industry Office, said Jim Lamancusa, chief executive officer and founder of Cusa Tea in Boulder, which produces organic instant tea.

"Those two actions have done more to develop the outdoor industry in Colorado more than any other governor before him to my knowledge," Lamancusa said. "In his tenure, there has been more attention placed on the outdoor industry. ... The outdoor industry is larger than the oil and gas industry—that type of data can swing politics. ... Being able to put a real dollar around it was incredible."

The Outdoor Industry Office compiled data about the outdoor recreation economy, finding that it generates 229,000 direct jobs, \$9.7 billion in wages and salaries and \$28 billion in consumer spending, as stated on its website, www.outdoorindustry.org.

"Hickenlooper was critical in raising awareness of an industry that already was here," said Gary Gomulinski, executive vice president of commercial and industrial banking for Alpine Bank in Boulder. "You have all these great outdoor companies here, encouraging people to go out and recreate and go out to play. ... You can overwhelm the parks system if you're focused on driving people to the outside to recreate. Gov. Hickenlooper

brought all those parties together, so you have outdoor industry companies at the same table with people managing public lands and conservation groups preserving and protecting what makes Colorado unique."

The state has a great deal of outdoor recreation business that wasn't highly visible except for the ski industry, Gomulinski said. The trade show broughtthat business together, demonstrating the large number of companies involved in promoting the outdoors, he said.

"They're here because Colorado is a great place to live and a great place to work. If you have an outdoor recreation company, you want your employees to be testers of your products and services," Gomulinski said.

Hickenlooper brought national attention to the importance of protecting the state's land, water and wildlife, while also promoting travel and tourism and attracting employers to the state that support healthy communities, Boian said.

"He wants them to have access to the outdoors and to be able to live healthy and active lifestyles," Boian said.

Hickenlooper has the vision to see the healthy and recreational aspects of the outdoor industry while also considering the health of the outdoors and surrounding ecosystem, said Alex Hanifin, CEO of Alpine Start Foods in Boulder, which makes premium instant coffee.

"He sees the full picture," Hanifin

said. "It's the economy for sure, bringing more jobs and growing industry, but then there's also the outdoor component, protecting the outdoor spaces and keeping trails maintained, educating ourselves about the ecosystems and protecting them so others can enjoy them. ... He's really thinking ahead for the next generation."

Like Hickenlooper, Polis advocated for the outdoor industry during his nine-year tenure as a U.S. representative. He launched the Outdoor Recreation Caucus in 2017 to promote policies invested in the outdoor industry, co-sponsored the Outdoor REC Act of 2016 that quantifies the effect the industry has on the nation's economy, and introduced the Continental Divide Wilderness and Recreation Act preserving 60,000 acres of wilderness and recreationallands in Summit and Eagle counties.

"I will very much take seriously my responsibility to be a faithful steward of our outdoor resources as well as an evangelist for growth of the outdoor tourism and recreation economy," Polis said in a written statement for BizWest.

Polis gave his first address at the Outdoor Retailer Winter Market on Nov. 8, showcasing his dedication to the outdoor industry.

"We're optimistiche's going to continue to support recreation and conservation, to promote recreation and promote conservation and carry on where Hickenlooper left off," Clurman said. "We're pretty excited about it as an industry."

Boian expects that Polis will build on Hickenlooper's foundation for the industry, mentioning Polis's campaign plan, Keep Colorado Wild, to preserve the state's public lands and support its outdoor recreation economy.

"I expect him to continue with the preservation of Colorado's open spaces. I would expect him to continue with the (Outdoor Industry) Office," Lamancusa said. "He's really thinking about protecting our environment and growing our outdoor space and industry. We look forward to seeing what Jared Polis will do to take it to the next step."

Luis Benitez, director of the Outdoor Industry Office, considers Polis a longtime champion of the industry demonstrated by his work as a representative.

"From starting the Outdoor Recreation Caucus in Washington, D.C., as a congressman to working tirelessly on wilderness and wildlife conservation issues locally, Gov.-elect Polis has been a champion for the great outdoors when and where it matters most," Benitez said. "He remains committed and focused on growing the diversity and inclusivity of our outdoor economy."

21st ANNUAL

CORPORATE SPONSORS:

Anadarko Petroleum Corporation Banner NCMC Paramedic Services Bells Running BizWest Burris Company, Inc. CardioVascular Institute of North Colorado - Cardiac, Thoracic and Vascular Surgery Clinic Cementer's Well Service, Inc. Citizen Printing Clear View Behavioral Health Connecting Point Coral Bay Wine & Spirits Eggland's Best - Morning Fresh Farms Ehrlich Toyota Empire Electric, Inc.

First Farm Bank Hensel Phelps Kaiser Permanente Meadow Gold Dairy Med-Trans Air Medical Transport -North Colorado Med Evac Naill Services, Inc. NCMC, Inc. NCMC Volunteer Services Norfolk Iron & Metal Northern Colorado Traffic Control. Inc.

The NCMC Foundation and CardioVascular Institute of North Colorado would like to thank the following for their support of the 21st Annual **Turkey Trot presented by:**

Thank You

Peake Wellness Center Reck Flvers Roche Constructors, Inc. Sears Real Estate State Farm - Mark Larson Swire Coca-Cola, Inc. **TCBY** The Tribune Townsquare Media Weld County Garage Buick GMC Weld Family Clinic of Chiropractic Wellsite Services Work Out West

DOOR PRIZES & OTHER CONTRIBUTIONS:

Ace Hardware Alberto's Express Applebee's Aunt Helen's Coffee House Bogey's Pub & Grill Boomerang Links Golf Course Cables Pub & Grill Chili's Bar & Grill Chuck E. Cheese's Cinemark - Greeley Collins Muffler & Service Cost Cutters Covote's Southwestern Grill Donut Haus Doug's Diner **Eco Products** Epic Egg Farmer's Brothers Coffee Fat Albert's Fuzzy's Taco Shop



Garretson's Sports Center GoJo Sports Golden Corral Greeley Chophouse Greeley Recreation Center Highland Hills Golf Course Highland Park Lanes Jerry's Market Jersev Mike's Subs Jimmy John's Jumpin' - Loveland Kenny's Steak House King Soopers - Greeley Stores Lolly's Hallmark Lucky Fins Seafood Sushi Grill Luna's Tacos and Tequila Mad Russian Golf Course Massage Heights - Centerra Metrolux 14 Mod Pizza Moxi Theatre Nordy's Bar-B-Que & Grill Old Chicago Olive Garden Outback Restaurant & Pub Palomino Mexican Restaurant Party America Peet's Coffee Pellegrini Ristorante Italiano Pope Farms Red Lobster Richter Orthodontics Right Coast Pizza Rio Grande Mexican Restaurant Roma's

Rudy's Bar-B-Q

CardioVascular Institute

of North Colorado

Scheels Sprouts - Loveland Starbucks Stuft Burger Bar Swiss Miss Tastefully Yours Texas Roadhouse The Blue Mug Coffee Bar and Roastery The Kress Cinema & Lounge **UNC Food Service** Village Inn - Greeley & Loveland Warm Hugs Mixes & Gifts Westlake Wine & Spirits Your Place Coffee

RACE COMMITTEE:

Paul Bakes **Britt Batterton** Mary Branom Allison Bruce-Miller Lyndsey Bressler Maria Carrick Kvle Holman Ashlee Kronholm Juan Leal Shanda McGuire Kathy Miczulski Darci Moseley Nate Pearcy Bonnie Piel Heather Schminke - Race Director Andrew Smith Amber Tschillard Faith Wetlesen Diana Wood



A special thanks to our volunteers who make this race a success!

It's Time to Rethink Your Payroll

- Work with a local dedicated payroll specialist
- Ensure payroll taxes are in compliance and filed on time
- Access convenient employer/employee online portals

Pain-Free Payroll is possible with Payroll Vault.

Payroll Vault is a small business driven solution. Our suite of services supports business owners with cutting edge technology that keeps your payroll simple and secure.

Locally Owned & Operated. Client Focused. Technology Driven. Payroll Re-Defined.

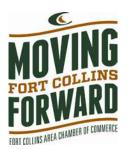




www.payrollvault.com/contact-us



www.payrollvault.com



THANK YOU!

For Making the 2018 Moving Fort Collins Forward! Campaign a Success

Welcome New Chamber Members:

2nd and Charles

Adventure Colorado Guided Fishing

Aims Community College

Alexander & Ewert

Alive Athletic Club

Alpine Gardens

AMS Automotive

Auto Motion of Fort Collins

Bank of the West

Banner Health Clinic- Wellington

Banner Health Center

Banner Medical Group-Windsor

Banner Occupational Medicine-Greeley

BASYS Processing

BenefitMall

Black Belt Movers

Black Diamond Business Consulting

Bloom

Book Trust

Bright Star Care

Brix Wine & Spirits

Caring Transitions

Center for Family Outreach

Chipper's Lane North

City Park Gelato

Club Pilates

Cobblestone Realty

Colorado Nutrition

Colorado Youth Outdoors

ComforCare

Compass Wealth Group

Cricket Wireless

Dance Express

Davis Family Dental

Dementia Friendly Communities of

Northern Colorado

Denali Roofing

Dermatology of Northern Colorado

Didier Design Studio

Dolce Nail Salon

Early Childhood Council

Employ Massage

Encompass Health

Encore Electric

European Motor Cars

Eyemart Express Facette Medical Spa

Fairway Mortgage

Farmers Insurance - Peter Vlcek

Agency

Fresh Skincare Studio

Future of Housing Community

Foundation

Gates Home Inspection Glenn Fertility & Family Wellness

Global Village Academy

Great Harvest Bread

Grooves Marketing Agency

Handy's Restaurant

Harmonic Series

Heart & Soul Paratransit LLC

Hearts Ease Home Inventory

Highland Meadows Tennis Center

Hillside Construction

J Crew Mercantile Jeff Schuster Consulting

Keller Williams

Ken's Automotive Repair

Kids at Heart

King's Auto Center

Korey Schneider

Laurie Dixon LLC

Learning Spout

Little Asia Grocery

Malama Massage & Bodywork

Mary Kay - Jenn Haislip-Breen

Monster Totes

Narconon Company

Nutrition Sponsor Advocates

Osborn Law Office

Oztek Commercial Services

Ozzie Paez Research

Pavilions at Silver Sage

Paws At Home - Dog Walking & Pet

Sitting

Peak Elevator

Project Mental Health

Pure, LTD

Quinn Auto Glass

RE/MAX Alliance - Rose Merkey

RE/MAX - Russ Loya

RE/MAX - Terri Anderson

RE/MAX Alliance- Torrey McCoy

RJM Auto

RJM Housing

Romano's Macaroni Grill

Royal Crest Dairy

Sacred Owl Wellness Integrative Health Spa

Saint Joseph Catholic School

Sante Health & Wellness

SAVA Center

Sky Corral Ranch SourceOne Digital Solutions Spire Veterinary Surgery

Sprague Roofing

Stewart Title

Sticklers for Detail

Supplyworks

T-Mobile

Tactical Web Media

Taste & Savor Wine Bar

The BankCard Group

The Brahama Group

The Computer Guy

The Group Inc. – Gordon Eatherton

The Regional

Think2perform Tilted Barrel Brew Pub

Tornado Roofing

Triple Crown Sports

Tropical Smoothie Café

UniFirst Corporation US Bank Mortgage

US Health Advisors US Engineering

Vatos Tacos & Tequila

Vibe Apartments

Vintage Marketplace

Vineyard Church of the Rockies

Waddell & Reed

Walrus Ice Cream Wellington P&E

Whole Foods Market

World Financial Group Yeti Cave CrossFit Your True Nature

Recognizing our Campaign Sponsors – We Appreciate Your Support!







- And a special thanks to our hard-working Co-Chairs and volunteer teams
- Co-Chairs: Deb Kelly with Guaranty Bank & Trust and Mat Dinsmore with Wilbur's Total Beverage • Teams: Ed Carroll Motor Company/ Markley Motors Inc., Banner Health, Brinkman, Columbine Health Systems, Elevations Credit Union,

First National Bank, Flood and Peterson, Guaranty Bank & Trust, Merrill Lynch, Red Carpet Committee, UCHealth and Wells Fargo



YOU CAN STILL JOIN...JUST GIVE US A CALL AT 970-482-3746 OR VISIT FORTCOLLINSCHAMBER.COM

ON THE JOB _

PAID ADVERTISING CONTENT

DIGITAL MARKETING

Andrew McGuire | New Hire Voltage

VOLTAGE's growth and creative potential lured long-time Integer creative director, Andrew McGuire, away from the global agency and positions the VOLTAGE office for electrifying expansion. In his new role, McGuire will oversee all creative work and help shape VOLTAGE's strategic



MCGUIRE

mission and new client offerings. McGuire brings deep marketing and strategy expertise to the VOLTAGE team acquired from his years creating award-winning work for brands such as Naked Juice, Duracell, Blue Moon, Lexus and The Ritz-

Carlton. He and his teams earned numerous industry awards, including a Cannes Lion. McGuire most recently spent five years as creative

director at Integer in Denver, where he served stints heading up the Pepsi, MillerCoors and P&G teams. Before that, McGuire spent seven years with Saatchi & Saatchi's Team One in Los Angeles.

"I'm thrilled to welcome Andrew as our Creative Director," said Voltage CEO, Eric Fowles. "Andrew is incredibly talented, and his years of experience in digital marketing and design will bring the creative fire power we aim to deliver."

LAND DEVELOPMENT/ENGINEERING

Rob-VanUffelen | Promotion Galloway & Company, Inc.

Galloway & Company, Inc. proudly announces the promotion of Robert Van Uffelen to Principal. He has proven himself a leader and mentor who embodies Galloway's core values, while providing a high level of client service. Rob serves as a Sr. Civil Engineering Project Manager/Regional Manager for Galloway's Northern Colorado office.Rob offers more than 30 years of engineering experience on a variety of proj-

ects, with much of his career focused on Northern Colorado. His experience includes project management and design for commercial land development, multifamily development, single-family development and transportation proj-



VANUFFELEN

COMMERCIAL CONSTRUCTION

Steve Rewerts | Promotion **Brinkman And Brinkman Construction**

Steve Rewerts was recently promoted to Senior Preconstruction Manager for Brinkman Construction, a Front Range-based general contractor.

Steve holds a bachelor's degree in Construction Management from Colorado State University. Having worked in the construc-



REWERTS

tion industry for over a decade, Steve has extensive experience in all phases of the construction process from planning to closeout.

In his new role as Senior Preconstruction Manager. Steve will work with owners and design consultants to provide strategy development and value discovery throughout the preconstruction phase. He will lead subcontractor/supplier bidding efforts, manage the bid process, and assist with developing schedules and project plans. Throughout the entirety of a project, he will monitor project cost and profitability in collaboration with the project team.

REAL ESTATE CONSTRUCTION AND DEVELOPMENT

Jarred Carr | Promotion **Brinkman And Brinkman Construction**

Jarred Carr was recently promoted to Director of In-

formation Technology for Brinkman and Brinkman Construction.

Jarred holds a bachelor's degree in Business Administration with a concentration in Computer Information Systems from Colorado State University. He has a diverse back-



ground in the IT field having worked at a federal background investigations company, credit reporting and lending companies, and a manufacturing and distribution company.

Having served as IT Manager for several years at Brinkman and Brinkman Construction, Jarred has been successful in advancing the company's technological capabilities through significant growth in headcount and project scope and size.

In his new position as Director of Information Technology, Jarred will oversee and evaluate all technology operations and network security for the companies. He will lead and coach his team of desktop support, systems administration, and applications staff to stay up-to-date on equipment and software advancements to ensure all teams achieve maximum efficiency and output.

CONSTRUCTION

Brandon David | Promotion Skycastle Construction

Skycastle Construction, one of Boulder's premier construction firms, is pleased to announce that Brandon David, Assoc. AIA, LEED AP, has become a Co-Owner of

Brandon has been with Skycastle for 14 years and has been in charge of all daily operations since its inception. Brandon is respected for his exceptional project





DAVID

management, his knowledge of local codes, and his expertise in the realm of green building. Under his leadership the firm completes \$4MM worth of highend custom homes and commercial construction in the Boulder County/Denver metro area each year. Some recent projects include the Boulder Area Realtor Association Offices, Japango Sushi, Tara Waldorf High School, Montbell Denver flagship store, and Uniquely Cats Veterinary Clinic, as well as numerous award-winning green homes. www.skycastleconstruction.com

LEGAL SERVICES

Hutchinson Black And Cook, Llc | Other News

Hutchinson Black and Cook (HBC), one of the most established and preeminent law firms in Boulder County and the Front Range, has welcomed the talented attorneys of Robinson Hungate to its Construction Practice Group.

It's a move that significantly expands the depth, breadth, and expertise of HBC's formidable, top tier team, which provides counsel to and representation of owners, developers, general contractors, subcontractors and design professionals.

The three attorneys from Robinson Hungate - Ken Robinson, Meghan Hungate and Lucy Walker - specialize in construction law, real estate, and business litigation and add decades of experience to HBC's already skilled Construction Practice Group. Joining forces fortifies the HBC's capabilities in developing and reviewing complex construction and design contracts, advising construction professionals and owners during the course of a project and representing clients when disputes arise through mediation, arbitration and litigation.

This addition to HBC's Construction Practice Group further establishes the firm as one of the most premier resources for construction, real estate, project development, land use, and design law in the region. Please visit the Hutchinson Black and Cook website at www.hbcboulder.com to learn more.

HEAR WHAT OUR CUSTOMERS ARE SAYING...



Chartered Technology has handled all of our technological needs for over 5 years and we are very pleased with the service they provide to us. Their staff is available, knowledgeable, and professional. They have helped keep my business productive and streamlined for success. I would *highly recommend them.* ">

Jason Hanson

Broker/Operator • Henderson Management & Real Estate

- Fully Managed IT Services & Security
- Network Infrastructure & Structured Cabling
- HD Video Surveillance



(970) 541-0524 info@charteredtech.com



Tebo Plaza 3113 28th St.

Sunday - Monday: Closed Tuesday: 10 a.m. - 8 p.m. Wednesday: 8 a.m. - 6 p.m. Thursday: 10 a.m. - 8 p.m. Friday: 8 a.m. - 6 p.m. Saturday: 6 a.m. - 5 p.m.

Walk-ins welcome!

For a complete listing of mobile blood drives or more information about transforming lives this holiday season visit vitalant.org or call 303.363.2300.





THE MONEY YOU SAVE BECOMES THE DRIVER YOU NEED.



> 10% RATE DECREASE

> \$70 MILLION IN GENERAL DIVIDENDS*

For the fourth year running, we've decreased our workers' compensation rates. In fact, our new rates are on average 10% lower while the general dividend we give back to our customers in 2019 is expected to be \$70 million. That's more money to invest in what matters, like the new driver your business needs. What are you getting from your workers' comp?

Talk to your agent or go to Pinnacol.com. From Colorado. For Colorado.

www.bizwest.com BizWest | December 2018 ■ 25

NONPROFIT **NETWORK**

BRIEFS

Poudre River Public Library District established the Harmony Nonprofit Center, located at Harmony Library, as a resource for nonprofit organizations, agencies and small-business entrepreneurs in Northern Colorado.

FUNDRAISERS

Premier Members Credit Union is holding a fundraising event through Jan. 24 to raise money for Foothills United Way. As part of the inaugural fundraiser called Artisans of Giving, PMCU members who donate will be entered to win prizes that include as much as \$5,000 cash and \$50,000 for mortgage payments or rent.

Dohn Construction Inc. raised more than \$24,500 at its eighth annual charity golf tournament held in late September, the largest amount so far. This year's tournament raised money for **The Matthews House**, a Fort Collins-based nonprofit that helps young adults and families in transition on the road to self-sufficiency.

Noodles & Co. (Nasdaq: NDLS), a Broomfield-based fast-casual restaurant chain, raised \$612,000 in September as part of the "Share a Little, Get a Shareable" fundraiser in support of No Kid Hunger. Throughout September, Noodles customers were able to donate \$2 to No Kid Hungry in exchange for a coupon for a free shareable item. Every \$2 donation helped supply up to 20 meals to children in need.

GOOD DEEDS

Homes of Living Hope, a Louisville-based nonprofit construction company, completed a two-story class-room built from shipping containers that will ship to Niwot-based Mwebaza Foundation's school for children in Uganda. Niwot High School students in clubs and extracurricular programs helped transform the containers into classrooms.

Colorado-based **Vortic Watch Co. LLC** completed the conversion of an original 1920 Harley-Davidson pocket watch into a wristwatch. The watch was to

be donated to an auction to support the **National Watch and Clock Museum** in Columbia, Pa.

Innosphere, the incubator for startup and scaleup science and tech-based companies, partnered with the Community Foundation of Northern Colorado and Pledge 1% to help Innosphere companies participate in long-term giving. Pledge 1%'s philanthropic model allows companies to pledge 1 percent of equity, annual profit, employee time or company product to nonprofits of their own choosing. Its founding partners include Salesforce, Altassian and Rally Software.

Banner Health and **Lyft** are partnering to provide 1,000 free rides to help Northern Coloradans get to mammogram appointments. The round-trip rides are available in Fort Collins and Greeley.

GRANTS

Three Boulder and Larimer county agencies won \$100,000 state grants to be used to plan and implement two-generation approaches to help families achieve educational and economic success. Winners include the Boulder County Department of Housing and Human Services; the Family Center/La Familia of Larimer County, and Specialized Alternatives for Families and Youth of Colorado, based at Colorado State University.

Foothills United Way and Boulder County launched a diversity and resiliency movement for the county. The movement, Resilience for All, is a community-led initiative that builds on the 2017 "Resilience for All" report for the city of Longmont developed by Carmen Ramirez and Marta Loachamin. The project was developed in response to the 2013 floods, which revealed barriers to service delivery and communication for the Latinx population, as well as in relationships between community members and institutions.

The Fort Collins-based **Bohemian Foundation** awarded nearly \$75,000 to nine organizations working locally to strengthen community through music. The most recent recipients are **Create Places**, Fort **Collins Musicians Association**, Foundation Music

School, Friends of Levitt Pavilion, Public Radio for the Front Range (KRFC-FM 88.9), Lineage Music Lab. Pathways Hospice, Sustain Music and Nature, and the University of Colorado Denver.

The **University of Colorado Boulder** received a \$2.5 million grant from the U.S. Department of Energy's Advanced Research Projects Agency-Energy to "fund potentially disruptive technology" in the energy sector.

The Community Foundation of Northern Colorado awarded \$81,400 to 20 Estes Valley projects submitted by local nonprofits. The foundation's Estes Valley Community Fund Committee recommended funding for projects it believes will deliver value to the community. Receiving funding were Ballet Renaissance, Boys & Girls Clubs of Larimer County, Crossroads Ministry of Estes Park Inc., Ensight Skill Center, Estes Arts District, Estes Park Health Foundation, Estes Park Nonprofit Resource Center, Estes Park Salud Foundation, Estes Valley Crisis Advocates, Estes Valley Investment in Childhood Success, Estes Valley Library Friends & Foundation, Estes Valley Restorative Justice Partnership Inc., Estes Valley Watershed Coalition, Glen Haven Flood Relief Inc., Hope Lives!, Rocky Ridge Music Center Foundation, The Estes Park Learning Place, United Way of Larimer County, Via Mobility Services and Young Artists and Scholars Group.

First Nations Development Institute, a Longmont-based nonprofit that assists Native American tribes, is accepting applications for the second funding cycle of its Native Language Immersion Initiative. First Nations will award about 12 grants of up to \$90,000 each to build the capacity of and directly support Native language-immersion programs. Application deadline is Dec. 18.

The Community Foundation of Northern Colorado awarded \$35,850 to 10 Berthoud projects submitted by local nonprofit. The foundation's Berthoud Community Fund Committee recommended projects it believes deliver value to the community. Recipients include A Little Help, Berthoud Habitat

for Humanity, Berthoud High School, Berthoud Historical Society, Berthoud Robotics, Foster & Adoptive Families of Larimer County, Guided Hope, House of Neighborly Service, Meals on Wheels of Loveland & Berthoud, and Wildfire Community Arts Center.

Loveland Generations, a committee-advised fund of the Community Foundation of Northern Colorado, recognized the nonprofit recipients of its 2018 grants at an annual awards ceremony. This year's awardees were Aspire 3D, Grand Family Coalition, Life Choices Loveland, Neighbor to Neighbor, St. Matthew's Medical Clinic, Teaching Tree Early Childhood Learning Center, and Turning Point Center for Youth and Family Development. A total of \$25,500 was contributed to the organizations.

Elevations Credit Union donated \$20,000 to Big Green with the help of its members and the community at two events at Jessup Farm in Fort Collins. On Oct. 6, the credit union hosted Elevations Harvest Fest, a free daytime event. The festival was followed that evening by the Elevations Farm to Table Dinner fundraiser with Green River Ordinance. Funds donated to Big Green will help build four Learning Gardens in the Poudre School District at Tavelli, O'Dea and Laurel elementary schools and Lincoln Middle School. The donation also goes toward a challenge match from the city of Fort Collins' Nature in the City Initiative.

First National Bank awarded \$956,000 in community development grants to 51 organizations in Colorado, Nebraska, Illinois, Kansas and South Dakota. Organizations around Northern Colorado and Boulder Valley were among the recipients. The grants, which support programs focused on educated workforce initiatives, mark the bank's final round of grant funding for the year. In Boulder, Attention Homes and the I Have a Dream Foundation of Boulder County received \$10,000 each, Bridge House received \$15,000 and Intercambio Uniting Communities received \$9,000. In Fort Collins, the Homeward Alliance received \$15,000 while the Matthews House and Larimer County Founda-

Please see Nonprofits, page 27



BUSINESS CREATES THE OPPORTUNITY TO CALL THIS PLACE HOME.

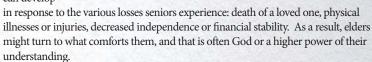
As owner and manager of Tri-State Concrete & Excavation, Kim Whitin insists on integrity. That means delivering on customer promises, running a great workplace, pitching in when non-profits need support, and being an attentive parent to her sons, the younger of whom is autistic. When the Whitins' house burned down in the High Park Fire, they helped neighbors rebuild. Kim believes the most important thing to cement is community.



Bringing Business Home.org

Aging and Spirituality

Spirituality often becomes more important to people as they age. This can develop

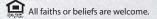


Regardless of specific religious definitions, spirituality is marked by some general tenets that most people can agree on:

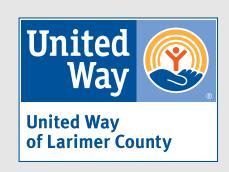
- finding meaning and purpose in life maintaining a sense of usefulness
- $\bullet \;$ examining one's place in the universe here and in the hereafter
- focusing on the present not worrying about the future
- a shift from doing to being less concern with accomplishments and more on quality of existence
- making peace with mortality
- feeling interconnected with all life around us

Living in a senior housing community often fosters the achievement of these spiritual goals by providing a venue through which these activities can occur. If you or a senior you know could benefit from more opportunities for spiritual connection, please contact the Good Samaritan Society Communities of Northern Colorado at 888-497-3813.









60TH ANNIVERSARY STATE OF THE COMMUNITY EVENT

PRESENTED BY EIDE BAILLY

WEDNESDAY, JANUARY 16, 2019 LORY STUDENT CENTER BALLROOM

PLEASE JOIN US FOR A COCKTAIL PARTY TO CELEBRATE 60 YEARS OF COLLABORATION IN LARIMER COUNTY PURCHASE YOUR TICKETS TODAY AT WWW.UWAYLC.ORG/EVENTS

EVENT CO-CHAIRS:

Kevin Cory, Noble

Justin Davis, Davis Wealth Management Group of Wells Fargo Advisors

Mark Driscoll, First National Bank

Honorable Cecil Gutierrez, former Mayor of Loveland

Mike Frank, Nutrien, Inc.

Linda Hoffman, Larimer County

Leah Johnson, Loveland City Council

Jill Lancaster, Estes Park Nonprofit Resource Center (retired)

David May, Fort Collins Chamber of Commerce

Mark McFann, Cast a Long Shadow

Keely Mendicino, Colorado State University

Joe Monty, Eide Bailly

Paul Mueller, *Mueller Pye & Associates CPA*

Dawn Paepke, Kaiser Permanente

Lance Reisman, Danaher

Honorable Wade Troxell, Mayor of Fort Collins

Kevin Unger, UCHealth

Brandon Wells, The Group, Inc.

THANK YOU TO OUR GENEROUS SPONSORS:



CPAs & BUSINESS ADVISORS









KAISER PERMANENTE













NONPROFIT **NETWORK**

Nonprofits, from 25

tion received \$10,000 each. Foothills United Way in Lafayette and the Greeley Dream Team received \$10,000 each and Project Self-Sufficiency in Loveland received \$15,000.

The East Colorado Small Business Development Center in Greeley was awarded a trio of grants, including \$100,000 aimed at helping people who have lost their jobs. The U.S. Small Business Administration provides funding for SBDCs operating in areas that have been negatively impacted by the closure or downsizing of business or government facilities. Those grants are used for consulting, outreach and training. The East Colorado SBDC received the \$100,000 grant to assist workers who lost jobs after a slowdown in the area's oil and gas industry or the shuttering of the Kit Carson Correctional Center in Burlington. It also won a \$10,200 grant from the statewide SBDC's minority business office and \$5,300 from the Colorado Department of Transportation.

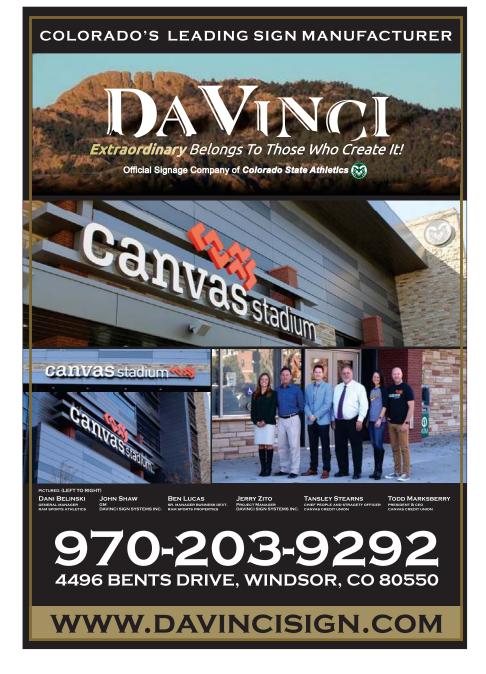
Light of the Rockies Christian Counseling Center of Fort Collins received Group Publishing Inc.'s \$25,000 Outstanding Award. Group Publishing's annual Community Service Awards total \$61,000. Awards of \$3,000 were given to Room 4 Hope in Loveland, R12 Charities in Erie, and Lago Vista Neighbor through Faith Church in Loveland. Winners of \$1,000 awards were The Resource Center for Pregnancy and Personal Health in Windsor, the McKee Foundation in Loveland, the Lubick Foundation in Fort Collins, Disciples Ministry in Loveland, Outreach United Resource Center (OUR Center) in Longmont; Knights of Columbus Big Thompson Assembly 2615 in Loveland, Shi-Ioh House in Longmont, Be the Gift in Loveland, Charis Youth Ranch in Laporte: Larimer County 4-H Foundation in Fort Collins; Loveland Creator-Space, Free Our Girls in Greeley; Larimer County

Partners Mentoring Youth and Restoration Project in Fort Collins; Inheritance of Hope Northern Colorado, Royal Family KIDS Camp in Fort Collins, The Society of St. Vincent de Paul in Fort Collins and Greeley, Emmadity in Timnath, Blessings in a Bag in Fort Lupton, Foster and Adoptive Families of Larimer County, Loveland.Foster and Adoptive Families of Larimer County, Sexual Assault Victim Advocate Center in Fort Collins, Colorado Youth Outdoors Charitable Trust in Fort Collins, and Larimer Chorale's Silvertones Choir for Older Adults in Fort Collins.

The Colorado Department of Higher Education awarded almost \$2 million to 17 collaborative projects designed to recruit and retain more educators as part of the Plan Into Action grant program. The program was established in partnership with the Colorado Center for Rural Education as part of House Bill 18-1332, which was signed by Gov. John Hickenlooper in May. In the Boulder Valley and Northern Colorado, the University of Northern Colorado School of Teacher Education in Greeley received \$120,324, the University of Colorado Boulder School of Education received \$124,661, the Longmont-based St. Vrain Valley Schools received \$125,000, the Colorado State University Center for Educator Preparation in Fort Collins received \$124,865, and the University of Northern Colorado Center for Urban Education in Greeley received \$125,000.

The **Human Bean of Northern Colorado** coffee stores raised \$58,058.24 on their Coffee for a Cure fundraiser throughout the region. The Evans-based company, with locations in Fort Collins, Loveland, Greeley, LaSalle and Windsor, in addition to Evans, donated 100 percent of its one-day sales from all nine of its locations on Oct. 19 to treatment of cancer. The Human Bean shops in the area are owned by **SS Blue Sky 2.0 LLC**.







BUSINESS CREATES THE OPPORTUNITY TO CALL THIS PLACE HOME.

Nick Haws, president and CEO of Northern Engineering, believes in empowering his 45 employees to be their best. He leads by example, serving on many local boards and committees, including the Poudre Heritage Alliance. Nick knows that just as the Poudre River is vital to Fort Collins, so are thriving, workplaces, employees, and families.



Bringing Business Home.org



Ackerman
Accounting LLC
Accounting You Can Trust

Call us Today for a Free Consultation

(970) 294-4932

3932 JFK Parkway, Suite 10-B Fort Collins, CO 80525

ackermanaccountingllc.com • info@ackermanaccountingllc.com



Lucas High/BizWes



Costs, patient education, staffing remain concerns in Boulder Valley healthcare

Participants in BizWest's Boulder Valley Health Care CEO Roundtable were, from top row: Mark Changaris, Berg Hill Greenleaf Ruscitti LLP; Robert Vissers, Boulder Community Health; Dan Robinson, UCHealth Longs Peak Hospital; Ryan Sells, EKS&H; Clint Flanagan, Nextera Healthcare; Patrick Menzies, Boulder Medical Center; Susan Buchanan, Boulder Women's Health; Becky Rigo, Berg Hill Greenleaf Ruscitti LLP; Craig Beyer, Boulder Eye/Beyer Lasik; Kendra Johnson, Flood and Peterson Insurance, Inc. Not pictured: Judy Ladd, Boulder County Medical Society.

Sponsored by: EKS&H, now part of Plante Moran Berg Hill Greenleaf Ruscitti BizWest

Go to www.bizwest.com/ceo-roundtable for details.







For more information about the CEO Roundtable contact Jeff Nuttall at 970-232-3131 or jnuttall@bizwest.com

BRIEFCASE _

BRIEFS

Zayo Group Holdings Inc. (NYSE: ZAYO) in Boulder is splitting into two companies. Zayo Infrastructure will be a fiber-focused infrastructure firm in North America and Europe. EnterpriseCo will be a high-bandwidth-focused enterprise service provider.

CLOSING

Ragazzi Italian Grill, which had served up hearty East Coast-style Italian classics and featured all-you-can-eat spaghetti on Monday nights since 2005 at 1135 Francis St. in Longmont, shut down Nov. 21, was somewhat renovated and reopened Nov. 27 as the second location of Garden Gate Café, which owner Steve Gaibler said has drawn ever-larger crowds ever since it was unveiled 18 years ago at 7960 Niwot Road, Unit B4 in Niwot...

Peak Reliability, a Vancouver, British Columbiabased company, will terminate its operations at 4850 Hahns Peak Drive in Loveland. In a letter to the Colorado Department of Labor and Employment, Peak Reliability said the first group of separations will take place around Jan. 7, and final separations will take place in April 2020. About 69 employees will be affected. Peak Reliability provides monitoring and reliability coordination in the electric industry.

The Cheesecake Factory Inc. (Nasdaq: CAKE) at 1401 Pearl St., Suite 100 in Boulder, will close Jan. 11 after 19 years on the Pearl Street Mall, laying off 96 employees.

CONTRACTS

Orthopaedic & Spine Center of the Rockies and Front Range Orthopedics & Spine entered into a strategic partnership to share resources, space, staff and technology. The partnership, which went into effect Nov. 15, creates a shared leadership team, with OCR chief Mike Bergerson at the helm as CEO. OCR's Lisa Augustine will serve as chief financial officer. David Demchuk, who has served as FROC's CEO and CFO for two decades, will retire at the end of this year. Both OCR and FRCO will continue operating their clinics under their existing names.

Broomfield-based **Vail Resorts Inc.** (NYSE: MTN) contracted with renewable power producer **Lincoln Clean Energy LLC** to provide enough wind-generated electricity to power all of Vail's North American operations by 2020. The agreement enables the development of the Plum Creek Wind Project in Nebraska, which is expected to be completed in 2020. Under the 12-year agreement, Vail Resorts will purchase 310,000 megawatt hours annually. In an additional step in Vail's "Commitment to Zero" sustainability effort, the company is eliminating single-use plastic bags from its resorts. The company is also contracting with **Eco-Products Inc.** to supply all of its North American restaurants with compostable and recycled-content items.

Bongo, an education technology company formerly known as YouSeeU, is partnering with Moodle, a widely-used learning platform based in Perth, Australia. Bongo, which makes video assessment and soft skill development solutions, will be integrated into Moodle's learning management system as a downloadable plugin.

DEADLINES

Applications for the **Better Business Bureau serving Northern Colorado and Wyoming's** 2019 BBB Spark Awards for Entrepreneurship will be taken through Feb. 1. Applications and judging are based on character, culture and community and include a written and video submission. Businesses that have been operating at least six months but not more than three years are eligible to apply. Businesses do not need to be BBB Accredited but must be in good standing with BBB. Winners will be announced in conjunction with the 21st Annual BBB Torch Awards for Ethics luncheon celebration set for April 18 at Embassy Suites in Loveland. Contact Jennifer Hahnke at 970-488-2033.

EARNINGS

Advanced Energy Industries Inc. (Nasdaq: AEIS) posted lower revenues in the third quarter of fiscal year 2018 compared with the previous quarter and the same period in 2017. Sales totaled \$173.1 million in the quarter that ended Sept. 30. The Fort Collins-based power-conversion and measurement-systems manufacturer posted revenue of \$196 million in the second quarter of 2018 and \$176.6 million in the third quarter of 2017.

AeroGrow International Inc. (OTCQB: AERO), the Boulder-based manufacturer of AeroGardens In-Home Garden Systems, recorded roughly 50 percent year-over-year revenue growth in the second quarter of fiscal year 2018. It posted sales of \$8.6 million for the quarter that ended Sept. 30, up from \$5.5 million during the same period in FY 2017. It turned a loss of \$129,000 in the second quarter of 2017 to a profit of \$672,000 in the most recent quarter.

Array Biopharma (Nasdaq: ARRY) posted a firstquarter 12 cent loss per share, which still managed to beat analyst expectations by 9 cents. The company's net loss was nearly \$25 million, an improvement over the same period last year when Array lost nearly \$38 million or 22 cents per share. The Boulder biotech company's revenue grew 91 percent year over year to \$56.9 million, beating analyst expectations by \$22.4 million.

Ball Corp. (NYSE: BLL), a Broomfield-based metal-packaging manufacturer with a major aerospace division, posted earnings of \$59 million for the third quarter of fiscal year 2018, up from \$51 million in the same quarter last year. Earnings per share, 17 cents in 2018 compared with 13 cents last year, were also up in the quarter that ended Sept. 30.

Clovis Oncology Inc. (Nasdaq: CLVS) posted a third-quarter \$1.71 loss per share, missing analyst expectations by 12 cents. Clovis posted a net loss of nearly \$90 million, a loss that grew from the third quarter of 2017, when the net loss was \$60.6 million. In Q3 2017 Clovis had a loss per share of \$1.24. The company's revenue also missed by \$7.5 million. Its third-quarter revenue was \$22.8 million, a year-over-year increase of 35 percent. Clovis did grow its sales of Rubraca from \$16.8 million in the third quarter of 2017 to \$22.8 million in Q3 2018.

Crocs Inc. (Nasdaq: CROX) got an upgrade from analysts after its positive third-quarter earnings results. Analysts at Susquehanna lifted Crocs from a Negative to a Neutral rating. The shift means the Niwot-based shoemakers have no sell-equivalent ratings from any analysts. Susquehanna also hiked Crocs' price target from \$14 to \$25. Crocs posted third-quarter earnings per share of 7 cents, beating analyst expectations by 8 cents per share. The company's net income attributable to shareholders grew significantly, from a net loss of \$2.3 million in the third quarter of 2017 to a net income of \$6.5 million in Q3 2018. During the quarter, Crocs purchased back 604,000 shares of its common stock.

DMC Global Inc. (Nasdaq: BOOM) recorded net income of \$4.9 million in the third quarter ended Sept. 30, compared with a loss of \$14.1 million during the same period last year. The profit amounted to 33 cents per diluted share, versus net loss 98 cents per diluted share in last year's third quarter. Revenue totaled \$87.9 million, up 68 percent from the third quarter of 2017.

Encision Inc. (OTC: ECIA), a Boulder-based company, posted second-quarter net income of \$12,000, far less than the same period last year, when net income was \$116,000. Net earnings per share stayed nearly flat: zero cents per share in Q2 2018 from one cent per share for Q2 2017. Encision grew 2Q revenue 1.9 percent year-over-year to \$2.2 million. The company makes products that prevent stray electrosurgical burns in minimally invasive surgeries.

Extraction Oil & Gas Inc. (Nasdaq: XOG), a Denverbased firm with operations in Northern Colorado and Boulder Valley, posted higher revenues during the third quarter of fiscal year 2018 compared to the same period last year. For the quarter that ended Sept. 30, Extraction reported sales revenue of \$282.2 million, compared to \$180.9 million in the same quarter of 2017. That's an increase of 56 percent. Earnings per share also were up in the most recent quarter. The posted earnings of \$0.33 per share compares with a loss of \$0.20 per share in the same period last year.

First Western Financial Inc. (Nasdaq: MYFW) posted higher revenue in the third quarter of fiscal year 2018, a quarter during which the company completed an initial public offering that raised \$34.1 million. The company, which is headquartered in Denver and has operations in Boulder and Fort Collins, posted revenues of \$14.4 million for the quarter than ended Sept. 30. That's up from \$14.1 million in the same period of fiscal year 2017. Net income available to common shareholders was \$1.4 million, or 19 cents per diluted share, for the quarter. In the third quarter

www.bizwest.com BizWest | December 2018 ■ 29

BRIEFCASE _

of 2017, net income was \$500,000, or 8 cents per diluted share.

Gaia Inc. (Nasdaq: GAIA) posted a third-quarter loss per share of 58 cents, a greater loss than Q3 2017 when the company lost 34 cents per share. Gaia nearly doubled its net loss from \$5.2 million in the third quarter of 2017 to \$10.3 million in the third quarter of 2018. Despite the loss, Gaia did manage to grow its revenue to nearly \$11.4 million, up from \$7.5 million for the same period last year. The company grew its paid subscriber count to 515,000 in its hird quarter, up 66 percent from the same period the year prior when the company had 311,000 paid subscribers.

Heska Corp. (Nasdaq: HSKA) posted a third-quarter loss per share of 23 cents, missing analyst expectations by 57 cents. The Loveland-based company, which specializes in diagnostic veterinary equipment, had a net loss of \$1.67 million. It's a significant blow from the third quarter of 2017, when the company had a net income of \$3.1 million. In Q3 2017 Heska had an earnings per share of 40 cents. When a non-recurring \$7.1 million charge is excluded, the company had a net income of \$3.4 million, or 43 cents per share. Heska had revenue of \$30.96 million, up 2 percent year-over-year but missing analyst expectations by about \$900,000.

MiRagen Therapeutics Inc. (Nasdaq: MGEN), a Boulder-based, clinical-stage biopharmaceutical company, grew its net loss per share slightly, from a 27-cent loss-per-share in the third quarter of 2017 to a 29-cent loss-per-share in Q3 2018. The company's net loss grew from \$5.8 million in Q3 2017 to \$9 million in Q3 2018. Total revenue also fell, from \$1.6 million in Q3 2017 to \$944,000 for the same period this year.

Noble Energy Inc. (NYSE: NBL), a Texas-based oil and gas operator with a large presence in Weld County, posted earnings per share of 27 cents for the third quarter of fiscal year 2018. Noble had losses of 2 cents per share during the same quarter last year. Total company sales volumes for the quarter that ended Sept. 30 were 345 thousand barrels of oil equivalent per day (MBoe/d), up 8 percent over the third quarter of 2017.

Pilgrim's Pride Corp. (Nasdaq:PPC) reported lower sales in the third quarter of fiscal year 2018. The Greeley-headquartered chicken processor reported its quarterly financial results the same day it announced plans for a \$200-million stock repurchase. It posted \$2.7 billion in net sales for the quarter that ended Sept. 30, down 3.2 percent from the same period in FY 2017. Earnings per share for the quarter were \$0.12 compared with \$0.93 in the third quarter last year.

Surna Inc. (OTC: SRNA) posted a net loss of \$643,562 in the third quarter of 2018, a significant improvement over the same period last year, when the company had a net loss of nearly \$1.5 million. The Boulder-based company's earnings per share stayed nearly flat. In Q3 2017, it had a loss of one cent per share with nearly 185 million share outstanding. In Q3 2018, the company had a zero cent earnings with nearly 223 million shares outstanding. Surna, which makes equipment for plant cultivation and growhouses, including for the cannabis industry, doubled its revenue year-over-year. Its Q3 2017 revenue was \$1.5 million; by 2018, it grew to \$3.3 million.

UQM Technologies Inc. (NYSE: UQM) posted losses in the third quarter of fiscal year 2018. In a U.S. Securities and Exchange Commission filing that accompanied UQM's earnings report, the Longmont-based electric-vehicle motor manufacturer acknowledged "substantial doubt exists about the company's ability to continue as a going concern without taking additional actions and/or finalizing orders that are currently in the negotiation stage." UQM reported a loss from operations of \$1.2 million for the quarter that ended Sept. 30. That's up from losses of \$1.1 million in the same period of the prior year. Quarterly revenue was \$4.4 million, compared with \$2.8 million for the third quarter last year, an increase of 59 percent.

Woodward Inc. (Nasdaq: WWD) posted a fourth quarter earnings per share of \$1.16, missing analyst expectations by 7 cents. The Fort Collins-based company's earnings still grew significantly from Q4 2017. Earnings per share grew from 98 cents in Q4 2017 to \$1.16 in Q4 2018. Net earnings grew from \$62.2 million to \$74.5 million. Revenue grew 18.6 percent year-over-year to \$719.36 million, beating

analyst expectations by \$31.2 million.

Zayo Group Holdings Inc. (NYSE: ZAYO) reported first-quarter earnings per share of nine cents, which missed analyst expectations by two cents. Boulder-based Zayo had a net income of \$22.1 million, down from the same period in 2017, when it had net income of \$23.3 million. Its Communications Infrastructure segment had a net income of \$25.5 million, while its Allstream segment had a net loss of \$3.4 million. Its revenue was \$641.1 million, which was down just slightly year-over-year and missed analyst expectations by \$7.2 million.

EVENTS

Navigating the complicated, changing world of employer-sponsored health insurance can baffle small and large businesses. Flood and Peterson Insurance, with offices in Greeley, Fort Collins and Denver, hopes to shed some light during this year's renewal season on best practices to find an affordable strategy for employers. The company will sponsor a BizWest Power Breakfast on Dec. 6 at which a nationally recognized expert will share insights. The event will be from 8 to 9:30 a.m. at Embassy Suites, Loveland. Tickets for the event are \$29.49.

Colorado business owners and leaders are invited to attend **Journey's 2018 Education Event**, presented by **Journey Employer Solutions**. The event will take place from 1 to 5 p.m., Dec. 11, at the Budweiser Events Center at The Ranch events complex at Interstate 25 and Crossroads Boulevard in Loveland. Register at journeypayroll.com/event.

KUDOS

Boulder, Fort Collins-Loveland and Greeley all made the top 26 most innovative U.S. cities list, compiled by 24/7 Wall St. The ranking is based on data obtained from the U.S. Patent and Trademark Office for 2015, the most recent year available. The ratings look at number of patents issued for 100,000 residents. Boulder ranks No. 4, with 260.2 patents filed per 100,000 residents in 2015. Fort Collins-Loveland ranked No. 18. It had 117.5 patents filed per 100,000 residents. Greeley rounded out the list at No. 25, with 98.2 patents filed per 100,000 residents.

Ball Aerospace recently received a Group Achievement Award from NASA's Ames Research Center in California. The award recognized the Boulder-based company for creating solutions to allow for the continued use of the Kepler spacecraft for the K2 science mission.

"Sharing the Love of Valentine Season," a marketing program by Visit Loveland, the tourism arm of the city of Loveland, won the 2018 Colorado Governor's Tourism Award for Outstanding Marketing Project or Program. Visit Loveland was recognized at the 2018 Colorado Governor's Tourism Conference Oct. 30 in Vail

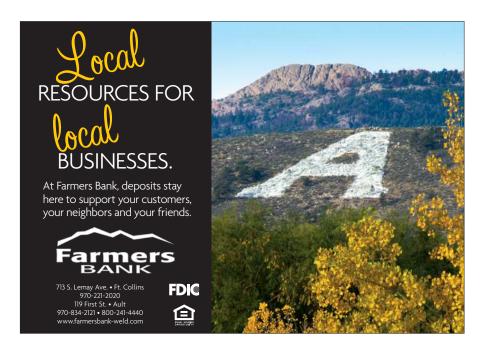
Boulder and Fort Collins are each home to one of the country's most underrated music venues, according to a new ranking by Rave Reviews. The site determined that Boulder's Laughing Goat Coffee House and Fort Collins' Magic Rat Live Music are among the nation's 30 best under-the-radar places for live music.

Boulder again topped Bloomberg's national Brain Concentration Index, with **Fort Collins** ranked No. 2. The index looks at metro areas with a population of 90,000 or more that have a high concentration of STEM workforce, advanced degree or science and engineering undergraduate degree holders, as well as a strong net business formation.

The famous cinnamon rolls from **Johnson's Corner,** a Johnstown truck stop with a retro restaurant and bakery, were recognized by the Food Network as some of the country's best. The pastries were selected to represent Colorado on The Food Network's 50 States of Baked Goods. The bakery whips up about 400,000 cinnamon rolls each year.

Sweet potato and black bean enchiladas took the crown at the Real School Food Challenge, hosted by the Chef Ann Foundation. The recipe was concocted by **Justin Gold**, founder of Justin's, and chef **Hosea Rosenberg**, of Black Belly and Santo. The recipe was made with the limitation that each serving could only cost \$1.25 to make, which is the budget most schools have per child to feed students.

Thirteen local companies were honored Oct. 22 at Please see **Briefcase**, page **30**





Jensen Werley/BizWest



How the natural products industry is navigating a morphing market

The Natural Products CEO Roundtable was, from left: **Greg Powers**,

Boulder Organic Foods; **Aroon Mansika**, Naturally Boulder; **Loree Mulay Weisman**, Mulay's Sausage Corp.; **T.J. McIntyre**, Bobo's Oat Bars; **Tom Spier**, Boulder Food Group; **Jonathan Fox**, Eco Vessel LLC; **Mark Changaris**, Berg Hill Greenleaf Ruscitti; **Blake Waltrip**, a2 Milk Co. U.S.; **Vincent Love**, Sunrise Strategic Partners; **Alex Cioth**, Claremont Foods; **Doug Brent**, Made in Nature LLC; **B.J. Howard**, Made in Nature LLC; **Catherine Hunziker**, WshGarden Herbal Remedies; and **Bob Bond**,

EKS&H, now part of Plante Moran. Moderated by Chris Wood, editor/

publisher of BizWest.

Sponsored by: EKS&H, now part of Plante Moran Berg Hill Greenleaf Ruscitti BizWest

Go to www.bizwest.com/ceo-roundtable for details.







For more information about the CEO Roundtable contact Jeff Nuttall at 970-232-3131 or jnuttall@bizwest.com

BRIEF CASE.

Briefcase, from 29

the 19th annual IQ Awards celebrating the "Innovation Quotient" among Boulder Valley companies. BizWest previously named almost 100 companies as finalists in 10 product-and-service categories, narrowing those finalists to runners-up and winners that were announced at the event at the Embassy Suites by Hilton in Boulder. The awards were sponsored by Berg Hill Greenleaf & Ruscitti LLP, Dorsey & Whitney LLP and EKS&H, now part of Plante Moran. Boulder Digital Arts provided video and live-streaming services. Uzio Technology LLC won in the Agribusiness/Weather category; runnersup were Agribotix and Anemoment LLC. Occipital Inc. won in the Business Products and Services category; runners-up were PasswordPing Ltd. and ZingFit LLC. Clean Energy Federal Credit Union won in the Clean Tech category; runners-up were **HOMER Energy LLC and Hygge Power Inc. Nite** Ize Inc. won in the Consumer category; runners-up were Hearth and PopSockets LLC. Bitsbox won in the Education category; the runner-up was Specdrums Inc. Cryptanite Blockchain Technologies Corp. won in the Internet/Blockchain category; runners-up were Stateless and Yonomi. InDevR Inc. won in the Life Sciences category; runners-up were AktiVax Inc. and Double Helix LLC. Cusa Tea LLC won in the Natural Products category; runners-up were Boulder Sun LLC and The Honest Stand Ltd. Flashback Technologies Inc. won in the Software/ Applications category; runners-up were AlsoEnergy Inc. and Liqid Inc. Matador won in the Sports/Outdoor category; runners-up were Canaima Outdoors Inc. and Fitbot Inc. BizWest also presented two special awards. Boomtown Accelerators was honored as the Incubator/Accelerator of the Year, and Inscripta Inc. was recognized as Innovative Company of the Year.

Boulder ranks 19th in a ranking for best tech towns in the United States. The 2018 Tech Town Index by CompTIA, a leading IT association, ranks the 20 best U.S. cities for job opportunities and quality of life for IT employees. Boulder was ranked because it had 5,821 tech jobs posted over the past 12 months. Its median salary for IT professionals is \$88,899. The

number of IT jobs in the city is expected to grow 5 percent over the next five years. Some of Boulder's positive stats are counteracted by its high cost of living: 15.3 percent higher than the national average.

Longmont United Hospital's Breast Care Center was granted a three-year, full accreditation designation by the National Accreditation Program for Breast Centers, administered by the American College of Surreens.

Two area hospitals in the **Centura Health** network were recognized by the **American Heart Association** for having healthy workplaces. **Longmont United Hospital** and **Avista Adventist Hospital** in Louisville were ranked in the Workplace Health Achievement Index.

The **St. Julien Hotel and Spa** in Boulder ranked eighth in Colorado among Readers' Choice winners by **Condé Nast Traveler** magazine.

Greeley ranks No. 1 nationwide for growth in jobs

and the economy, according to a study by **Walle-tHub** released Oct. 1. The Weld County seat topped WalletHub's list of 2018's fastest-growing cities in America in the jobs and economy category. Greeley ranked No. 26 overall and No. 93 in the sociodemographics category.

Sana Health, a Boulder-based medical technology startup, won the 2018 global competition for MedTech Innovator, a startup accelerator for medical technology companies. Sana Health was selected as the winner by a live audience vote on Sept. 25 at the MedTech Conference in Philadelphia. Sana received a \$350,000 grand prize for its non-invasive neuromodulation device that integrates a heart rate variability sensor for personalized chronic pain management

MERGERS AND ACQUISITIONS

Alpine SG LLC of Walnut Creek, Calif., acquired e-Courier Software LLC, a Loveland company that provides software for couriers. Alpine is a portfolio company of Alpine Investors V, VI, and VI-A, LP and its affiliates. E-Courier founders Phil Galdi and Bruce Robinson will remain active in the business.

Berkeley, Calif.-based Sovos Brands completed its acquisition of Bellvue-based **Noosa Yoghurt LLC**.

Avista Pharma Solutions Inc., a pharmaceutical-ingredient manufacturing company with a major Longmont presence, was acquired by Cambrex Corp. (NYSE: CBM) for \$252 million. Cambrex, based in East Rutherford, N.J., is a manufacturer of small molecule innovator and generic Active Pharmaceutical Ingredients. The deal is expected to close by the end of this year.

Congruex LLC, a Boulder-headquartered firm that provides construction management and maintenance services to broadband service companies, purchased White Construction Co. Inc., a Wisconsin-based telecom-focused construction company specializing primarily in underground construction work. Financial terms of the transaction were not disclosed.

Flowers Foods Inc. (NYSE: FLO) of Thomasville, Ga., signed an agreement to buy Johnstown-based Canyon Bakehouse LLC, a gluten-free baking company. The deal was valued at \$205 million and is expected to close in the fourth quarter of this year.

MWH Constructors Inc., a Broomfield-based infrastructure construction firm, was acquired by Los Angeles-based investment firm **Oaktree Capital Management L.P.** (OAK: NYSE).

C&W Transportation Co., a Fort Collins-based trucking operation, was bought by private investment firm Platform Capital.

CraftWorks Restaurants & Breweries Inc., the Broomfield-based parent firm behind Old Chicago Pizza & Taproom and other restaurant chains, bought Logan's Roadhouse. Logan's, a Nashville, Tenn.-headquartered chain of steakhouses, has 204 corporate and franchise restaurants in 22 states. CraftWorks formed a new holding company, Craft-Works Holdings, which will have a national footprint of more than 390 restaurants.

Factual Data, the Loveland-based company that operates under the umbrella of FD Holdings LLC of Columbus, Ohio, integrated with Teslar by 3E. Factual Data provides credit and data-verification services to lenders nationwide. Springdale, Ark-based Teslar is a portfolio-management system that automates loan and deposit processes. The integration will make Factual Data's reports accessible to lenders using Teslar's loan-tracking capabilities.

Fact & Fiction LLC, a Boulder ad agency, purchased Karot, another agency. Fact & Fiction is a subsidiary of Boulder Heavy Industries LLC, an investment company that works with early-stage entrepreneurs.

BillGo Inc., a Fort Collins-based financial tech company, acquired Redmond, Wash.-based Prism, an app that tracks bills and pays them automatically on behalf of its customers.

Funding Partners of Fort Collins and Mile High Community Loan Fund of Denver merged to form Impact Development Fund, a nonprofit financial institution that creates economic opportunity by delivering flexible capital to strengthen underserved Colorado communities.



www.bizwest.com BizWest | December 2018 ■ 31



CONGRATULATIONS TO OUR 2019 BBB TORCH AWARDS FOR ETHICS CANDIDATES!

AWARD CANDIDATES - BUSINESS

AGPROfessionals, Greeley, CO Align, Cheyenne, WY Bret's Electric, LLC, Frederick, CO BG Automotive, Fort Collins, CO Halladay Motors, Cheyenne, WY High Country Beverage, Johnstown, CO Independent Plumbing Solutions, Fort Collins, CO Jonah Bank, Casper, WY Journey Payroll, Fort Collins, CO LC Real Estate, Loveland, CO Madwire Media, Fort Collins, CO Medicine Bow Technologies, Laramie, WY Memorial Hospital of Converse County, Douglas, WY MenuTrinfo, Fort Collins, CO Merit Electric, Fort Collins, CO Neuworks Mechanical, Fort Collins, CO PFS Insurance, Johnstown, CO Schrader Oil Company, Fort Collins, CO Sears Trostel, Fort Collins, CO Sotheby's Steamboat Realty, Steamboat Springs, CO

The Human Bean of Northern Colorado, Evans, CO

The Women's Clinic, Fort Collins, CO Volk Insurance Benefits, Fort Collins, CO

AWARD CANDIDATES - NONPROFITS

Boys & Girls Club of Larimer County, Fort Collins, CO Food Bank for Larimer County, Fort Collins, CO Fort Collins Habitat for Humanity, Fort Collins, CO Sexual Assault Victim Advocate Center, Fort Collins, CO



PRESENTING SPONSOR

LEADERSHIP SPONSORS

CHAMPION SPONSORS



















SUPPORTING SPONSORS

BizWest Dohn Construction Embassy Suites Employers Council Gallegos Sanitation Markley Motors Otis, Bedingfield & Peters Poudre Valley REA

Professional Finance Company

UNIVERSITY PARTNERS

Colorado State University College of Businesss
University of Northern Colorado Monfort College of Business
University of Wyoming College of Business

BW REALDEALS

Boulder Macy's store could be redeveloped into office space

By Lucas High

lhigh@bizwest.com

BOULDER — Big changes could be around the corner for the Macy's department store on 29th Street in Boulder.

"Macy's Inc. has been reviewing its real estate portfolio across the country to see if there are opportunities to improve the use of our assets," Blair Fasbender Rosenberg, Macy's vice president of corporate communications, said in an email. "As part of that strategy, Macy's is exploring the possibility of redeveloping its Boulder (store)."

The possible redevelopment project, called Boulder29, could include 150,000 square feet of contiguous class A office space, according to a digital brochure from real estate service firm Cushman & Wakefield Inc. (NYSE: CWK).

The brochure describes the project site as "repurposed infill," which suggests the office space could be built out of the existing Macy's structure rather than demolishing the store and rebuilding.

Boulder29 could be three stories with 17-foot ceiling heights, according to the brochure, which does not mention Macy's by name. The first and second floors could have 62,500 square feet of floor space, and the third could have 25,000 square feet.

The project could include 570 parking spaces, rooftop decks, collaboration spaces, a courtyard and a fitness center.



BIZWEST FILE PHOTO

The Macy's building on 29th Street in Boulder may be subject to repurposing.

The timetable for the potential Macy's closure and redevelopment is unclear.

"No decisions have been made at this time, and Macy's remains delighted to continue serving the Boulder community," Rosenberg said. "Macy's previously shared this information with our valued colleagues."

Boulder County public records show the 36-year-old building at 1900 29th St. is still owned by Macy's. Development plans have yet to be submitted to the city.

The property is zoned Business Regional - 1, which, according to Boulder city code, allows a "wide range of retail and commercial operations, including the largest regional-scale businesses."

In 2016, Macy's Inc. (NYSE: M) announced plans to close about 100 stores over a period of a few years. Dozens of those locations have been disclosed by the company, but none of the stores in the Boulder Valley or Northern Colorado have been included on the closure lists. Macy's has stores in Boulder, Loveland, Broomfield and Fort Collins.

Former Macy's stores across the country are being redeveloped, some into office space, according to media reports. In locations, including Brooklyn, Chicago and Seattle, where Macy's had multi-story buildings in downtown areas, the company has sold off upper floors to be turned into offices.

PROPERTYLINE

Large Lafayette apartment complex moves forward

LAFAYETTE — Lafayette city leaders granted approval in November for a developer to move forward with plans to build a new 684-unit apartment complex.

The community, called Sundar Apartments, is planned for a roughly 36-acre property on the northwest corner of Dillon Road and U.S. Highway 287. Denverbased Milestone Development Group LLC is the project's developer.

Build out of the apartments, which will be spread over 19 buildings, is expected by 2024, according to city documents.

Broomfield apartments sold for \$106M

BROOMFIELD — The Terracina Apartment Homes community in Broomfield was purchased recently by The Connor Group, an Ohio-based real estate investment firm, for \$106 million.

Terracina, which has 386 units, is located at 13690 Via Varra near the intersection of U.S. 36 and Northwest Parkway

The nearly 10-year-old property was sold Oct. 19, Broomfield public real estate records show.

The seller is listed as Terracina Villas LLC. The company is registered to a California address associated with equity firm Pacific Coast Capital Partners LLC, Colorado Secretary of State records show.

Blue Federal Credit Union to build Cheyenne HQ

CHEYENNE — Blue Federal Credit Union is planning to build a new corporate headquarters in Cheyenne at the location of the Cole Shopping Center.

The shopping center is located off Pershing and Converse avenues. It was formerly home to a Safeway and other businesses, but is now mostly vacant. Cheyenne government and business leaders have long sought to revitalize the area.

The campus-style headquarters will house more than 170 employees to start with and have capacity for 400 employees.

The credit union formed in 2016 with the merger of Cheyenne's Warren Federal Credit Union and Colorado-chartered Community Financial.

New owner buys University Tower, sets sights on renovation

GREELEY — For the second time this year, the University Tower Apartments building in downtown Greeley has changed hands.

Unified Investments LLC, led by Ben Fetherston, closed in late October on the 10-story building at 609 Eighth Ave.

The nearly 45-year-old property was sold by previous owner 609 Eighth Avenue LLC for about \$4.97 million, Weld County public records show. 609 Eighth Avenue LLC purchased University Tower in March for more than \$6.65 million.

Fetherston said he has his sights set on renovating and stabilizing the property.

Splunk to be anchor tenant at S'park

By BizWest Staff

news@bizwest.com

BOULDER — Splunk Inc. (Nasdaq: SPLK) has signed a long-term lease to become the anchor tenant at the new S'park mixed-use development in Boulder.

The company, a California-based data analysis software firm with an existing presence in Boulder, will take over 42,000 square feet of space in the development's Market Building, according to a news release. This is the first office lease executed in the S'PARK development.

"Splunk has long recognized the tremendous pool of technology talent here in Colorado," Jim Lejeal, Splunk vice president and Boulder general manager, said in a statement.



COURTESY S'PARK

Software firm Splunk has signed a lease to be the anchor tenant at the S'park office space, which is expected to open next year.

"We strive to provide our employees around the world with the best possible work environment and are excited to expand our role in the Boulder business community."

The Market Building at S'park was designed by Phoenix-based architecture firm Worksbureau.

S'park, which will include office, retail and residential spaces, will be located on Valmont Road. It is expected to be completed in early 2019. It is being developed by the The John Buck Co. and Boulder-based Element Properties

"We're delighted that Splunk chose the Market Building in S'park for its home in Colorado. Splunk and its team members will bring a great energy to the project," John Buck senior vice president Justin Parr said in a prepared statement. "Our development team and our retail and restaurant partners are excited to welcome them to our neighborhood."

www.bizwest.com BizWest | December 2018 33

Transactions and average sales prices

This chart compares average third quarter sales prices for each local sub-market from 2016 to 2018:

Sub-Market	Q3 2016	Q3 2017	% Change ('16-'17)	Q3 2018	% Change ('17-'18)
Fort Collins	\$378,301	\$407,754	7.78%	\$420,879	3.21%
Timnath	\$575,639	\$588,918	2.30%	\$627,365	6.53%
Wellington	\$304,284	\$312,342	2.65%	\$347,531	11.26%
Greeley/Evans	\$255,067	\$281,111	10.21%	\$302,758	7.70%
Loveland/Berthoud	\$350,089	\$383,829	9.64%	\$403,037	5.00%
Windsor/Severance	\$394,682	\$442,084	12.01%	\$441,061	-0.23%
Ault/Eaton/ Johnstown/ Kersey/LaSalle/ Mead/Milliken	\$324,556	\$357,055	10.01%	\$370,320	3.71%
Estes Park	\$393,874	\$421,573	7.03%	\$468,076	11.03%
Totals	\$341,926	\$372,485	8.94%	\$393,220	5.56%

Source: IRES

Don't let the headlines fool you: local real estate still looking up

ecent history tells a glowing story about residential real estate in Northern Colo-

rado. Since the end of the Great Recession in 2009, the local housing market has clicked along at a remarkable rate of velocity, marked by strong demand and steady price appreciation. But perhaps



RESIDENTIAL REAL ESTATE BRANDON WELLS

10 years of nearly friction-free prosperity has given rise to the belief that this is how our market should roll, and that any obstacles in the path might be a sign of trouble ahead.

If you read some of the headlines across the country, you might be persuaded that there's a catastrophic real estate meltdown in the works. But the more we read, the more we disagree with that notion and find ourselves focusing on the underlying fundamentals that make our region a continued bright spot in the national housing market. More on this later.

There's no denying some of the headwinds blowing in the face of the real estate market these days. An undersupply in housing puts further upward pressure on prices, which harms affordability, a fact that is exacerbated by recent increases in interest rates. Add the fact that homebuilders — the sector we count on for more housing supply - are hindered by rising construction costs, due to tariffs on materials and a tight labor market. Add in the noise around the recent midterm election, along with volatility in the stock market, and we get where we are today — a slower pace of home sales in the third quarter and a negative perception of the real estate market.

But we see much that's positive about real estate, especially here in

Northern Colorado. Let's start with how homebuilders are responding to the needs of homebuyers. Increasingly, builders are focusing on more high-density and affordable housing options. Because of the lag between the start of development and the actual completion of homes, we're waiting on some of these projects to come online. When they do, these new developments will offer housing opportunity and help us re-balance the market.

Another positive indicator is the continuing economic prosperity of the area coupled with the ongoing desire of people to live here. These factors are manifested in the recent competition for the second Amazon headquarters — which eventually got divided between New York City and Northern Virginia. Just the fact that Colorado was a finalist reinforces the attraction we know this area holds for business and job creators. As long as that's the case, the real estate market here remains on solid footing.

Still, there is one thing real estate is not. It is not immune to fluctuations. Our recent 10-year upswing notwithstanding, real estate has been, and always will be, a seasonal and cyclical business. Consider this fact: Since it started keeping track at the beginning of 1991, the FHFA Home Price Index shows that Colorado's average sale prices have increased 360.3 percent, second only to Washington, D.C., during that time frame. But within that stretch, there have been multiple periods when prices dipped or at least went flat. Combine this long-term track record of strength in the Front Range housing market along with the positive indictors just mentioned, and it all adds up to a solid source of confidence for the long haul.

Brandon Wells is president of The Group Inc. Real Estate, founded in Fort Collins in 1976 with six locations in Northern Colorado





STATE OF THE COMMUNITY EVENT

PRESENTED BY EIDE BAILLY

WEDNESDAY, JANUARY 16, 2019
LORY STUDENT CENTER BALLROOM

PLEASE JOIN US FOR A COCKTAIL PARTY TO CELEBRATE 60 YEARS
OF COLLABORATION IN LARIMER COUNTY

HONORING

LARRY AND PAT KENDALL



THE COMMUNITY FOUNDATION OF NORTHERN COLORADO



PURCHASE YOUR TICKETS BEFORE THEY SELL OUT AT WWW.UWAYLC.ORG/EVENTS



BUSINESS CREATES THE OPPORTUNITY TO CALL THIS PLACE HOME.

Pete Gazlay was born and raised here. Caring for the community he calls home is part of who he is. Pete served as a local police officer for many years before starting his commercial janitorial business, Total Facility Care. And now he calls on his company to serve by cleaning the workspaces of area nonprofits. When it's time to relax, this hiker, biker, and fly fisherman can be found appreciating our beautiful surroundings.



BringingBusinessHome.org

BW

ECONOWATCH



LUCAS HIGH/BIZWEST

BizWest publisher and editor Chris Wood moderates a question and answer session with Gibbons-White's Angela Topel and Re/Max of Boulder's Todd Gullette at the 11th annual Boulder Valley Real Estate Conference held Nov. 15 in Boulder.

Boulder Valley real estate markets to remain hot

By Lucas High

lhigh@bizwest.com

BOULDER — Looking into their crystal balls, experts are not seeing a slowdown in Boulder Valley's residential and commercial real estate markets in the near future.

Angela Topel, senior broker associate with Gibbons-White, Inc., and Todd Gullette, managing broker at Re/Max of Boulder, joined forces at the 11th annual Boulder Valley Real Estate Conference held Nov. 15th in Boulder to provide an industry forecast.

The takeaway from both was roughly the same: Don't expect the local markets to lose steam.

Commercial

"I think we are just going to continue to thrive," Topel said, adding that she expects the commercial real estate market to be driven in large part by innovative companies moving to or expanding their presence in the expanding their presence in

Topel highlighted recently delivered or upcoming commercial projects including the S'park office space in Boulder, which will be anchored by software firm Splunk, and a new 56,000-square-foot creative office space coming 5505 Central Ave. at Boulder's Flatirons Park.

"Our market is really staying steady and strong," she said.

"I think we are just going to continue to thrive."

Angela Topel, senior broker associate with Gibbons-White, Inc.

Vacancies rates or commercial properties have been relatively stable in 2018 across much of the Boulder Valley, according to statistics shared by Topel.

In Boulder, office vacancy rates sit at about 6 percent. Industrial and retail vacancy rates are roughly 4.4 and 6.5 percent respectively.

Broomfield's office space vacancy rate is 8.75 percent. Industrial and retail vacancy rates in the city are roughly 5.8 and 8.25 percent respectively

Longmont's office vacancy rate is slightly higher at 15.25 percent, while the rate for retail space is relatively low at 3 percent.

In Lafayette, office vacancy rates are about 10 percent. Industrial and retail vacancy rates are roughly 9 and 2 percent respectively.

Vacancy rates in Louisville are slightly higher by comparison. The office rate is 7.5 percent, the retail rate is about 17 percent and the industrial rate is 20 percent.

Residential

The residential market in Boul-

der Valley is expected to continue to be characterized by low inventory and rising prices, Gullette said.

"One of the overriding truths in our market is low inventory," he said, adding that the inventory for singlefamily homes is at historic lows.

Because there are fewer homes to sell, brokers must find innovative ways to differentiate themselves, Gullette said.

Homebuyers, sellers and brokers
— especially in the Boulder market
— must adjust to a new normal in terms of pricing.

"Year after year, I've said it myself, prices cant keep going up and up," Gullette said. And yet, prices do continue to rise.

Single-family home median prices in Boulder jumped from \$642,000 in the first three quarters of 2013 to \$966,000 for the same period in 2018.

Over that five-year span, prices in Longmont rose from \$262,000 to \$432,000. In Broomfield, median prices jumped from \$359,000 to \$525,000.

The number of Boulder County homes and attached dwellings sold for \$1 million or more roughly tripled since 2013.

"The new level of luxury isn't \$1 million in Boulder anymore," Gullette said. "... We have had to reidentify what affordability is."

THE TICKER

Greeley one of U.S.' top job-growing cities

Greeley is the fifth largest city for adding jobs in the United States. The ranking - which also includes Fort Collins, the Denver-Aurora-Lakewood metro and Colorado Springs — is part of a special report by 24/7 Wall St. The report analyzed fiveyear employment data to find the 31 cities that are adding the most jobs. Greeley ranked No. 5 with a 21.1 percent increase in jobs, adding 27,758 jobs in a five-year period. Mining, logging and construction is the highest growth industry adding 5,100 jobs. Unemployment fell from 6.1 percent in August 2013 to 2.6 percent in August 2017. Greeley's current unemployment rate of 3.2 percent is still below the national average of 3.9 percent. Greeley only falls behind four U.S. cities: No. 4 St. George, Utah; No. 3 Elkhart-Goshen, Ind.; No. 2 Bend-Redmond, Ore.; and No. 1 Lake Charles, La. Fort Collins ranked No. 11, with jobs growing 18.3 percent over a five year period. The city added 30,546 jobs in that time. Trade, transportation and utilities are the high-growth industries, adding 4,800 jobs. Unemployment is at 3 percent. The Denver metro ranked No. 25. The region added 214,831 jobs over five years, a 15.6 percent increase. Colorado Springs ranked No. 27 with a 15.5 percent increase, adding 45,706 jobs.

Greeley leads region in Oct. hotel occupancy

Greeley's hotel occupancy topped the region in October, with 78.3 percent of rooms occupied during the month. That bested other cities in Northern Colorado and the Boulder Valley, according to the latest Rocky Mountain Lodging Report, released by the Colorado Hotel and Lodging Association. The association's monthly report revealed occupancy rates for October of 77.4 percent in Loveland, 76.1 percent in the U.S. Highway 36 corridor, 75 percent in Boulder, 72 percent in Fort Collins, 70.1 percent in Longmont and 60.2 percent in Estes Park. In October, the average daily room rate in Boulder was \$191.27, Estes Park \$171.95, the U.S. 36 corridor \$138.90, Fort Collins \$136.83, Loveland \$119.82, Longmont \$117.34 and Greeley \$103.07. Statewide, the occupancy rate in October was 70 percent, down slightly from 70.9 percent a year ago, with an average daily room rate of \$149.55, compared with \$149.27 in October 2017.

Greeley taps new eco-devo director

Greeley has hired Benjamin Snow to serve as the city's new director of economic health and development. Snow's most recent position was president of the Rapid City Economic Development Partnership in Rapid City, S.D. "The Greeley (metro area) enjoys one of the most dynamic economies in Northern Colorado and the entire state and as the economic anchor for Weld County, I am impressed with everything Greeley has done to lead the way in recent years through visionary leadership and planning," Snow said in a prepared statement. "I look forward to the challenge and opportunity to contribute to the community's continued progress in the years ahead." Since 2016, when then-director Chadwick Howell resigned, Greeley's economic-development department has been overseen by City Manager Roy Otto's office.

www.bizwest.com BizWest | December 2018 35

Who are your company's stakeholders?

here are lots and lots of people who are affected by your company. Even if you're a super small business, you still have yourself, your family, customers and partners.

As you grow, you'll include employees, their families, and an ever-grow-

ing array of people to whom you deliver value.

This is why the concept of "stake-holders" is so powerful. Typically we'd talk about shareholders, but that's a really limited view of success and impact.



SMALL-BUSINESS ADVISER CARL DIERSCHOW

Focusing too much on shareholders is dangerous, and can lead you to some really unbalanced decisions.

My best clients realize that their business also contributes to the larger community. I'm not just talking about charitable donations, either. They're making a powerful difference to peoples' quality of life and helping to solve larger problems.

My structure for stakeholder analysis is very simple:

- 1. Identify your stakeholders, and who you'd like to impact;
- 2. Understand their needs and wants:

3. Figure out what you're going to do to impact them.

The first step typically includes a "survey of our universe," including customers, suppliers, investors, external partners and employees. Plus one crucial person often neglected: yourself. If you're burned out and uninspired, success will be impossible.

Second, you'll need to delve into each stakeholder's world. Sure, employees need a paycheck and a certain amount of job security. But each person will have his or her own career goals, family situation, and work preferences. Customer need whatever value your product gives them, but they also are looking to use that to address larger concerns in their lives.

The third step is a combination of responding to others' needs and to your own. This is where the intelligent balance comes into play. You're trying to create a situation that is as win-win-win as possible, and sustainable.

This seems like a lot of work to go to, just to try to make a lot of people happy!

This exercise is incredibly valuable because it brings you clarity, alignment, and sustainability. That's the foundation of success in business.

Imagine that you have a shop downtown selling, oh, anything that's blue. You call it Cool Blues. Kind of weird, but you've found that there are actually lots of people who are totally passionate about the color.

It's easy to identify your first stake-holder: those customers who have this unusual passion. You could start by describing them as "anybody who likes blue stuff," but that really says nothing about what's going on in their lives. Maybe they tend to feel a certain way, hang out at certain places, and like a certain kind of music. Or maybe this tends to be a phase that teenagers go through, and you need to connect with that ever-changing population.

You've grown large enough that you actually have employees! They're the ones who were wearing blue nail polish and shoes even before they started working for you. What's going on in their lives? Are they also just going through a teenage phase, or is something else driving their passion for your store?

Clearly you have suppliers. They're the ones who are mystified as to why you are ordering all their products in only one color, and have made really strange special requests. How much do you understand why they run their businesses the way they do? Do they understand your unusual focus? Does that create new opportunities?

You're a pretty smart cookie, so you've worked with a number of promotional partners. You were right there talking to the CEO of Blue Credit Union. You're even thinking about a series of jazz and blues concerts at Blue Door Cocktail Bar. How much do you understand why they're motivated to work with you? What ideas have you put together that have powerful innovation?

You're also passionate about the community, and you have this clever angle. So you're sponsoring events at Poudre High School (blue and silver) and give money to the local police force.

How much are you thinking about their needs as stakeholders in your business? Sure, you're supporting activities and promoting your business. But is that it? Is there, perhaps, some valuable overlap between your work at the high school and the fact that your customers include a lot of teenagers? Should you be exploring teens battling depression, perhaps?

This may seem like a big stretch for your little company. But if you care for your community, they'll care about you. You'll make a powerful impact and create a more sustainable business

At the end of the day, isn't that what you really want?

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



BW STARTUPS



COURTESY VESSEL WORKS

Vessel Works offers consumers and coffee vendors a way to share cups instead of single-use paper or plastic cups.

Cup-sharing startup looks to dethrone plastics

By Jensen Werley

jwerley@bizwest.com

BOULDER — Vessel Works is a startup looking to expand the tide against single-use plastic to coffee cups with the launch of a reusable cup-sharing program.

The service works like a library, but for mugs rather than books. Users sign up for free and then can grab a reusable, insulated, stainless steel cup from participating coffee shops. They can enjoy their drink anywhere, even on the go. Users have five days to return the mug to any participating cafe, even a different one from where they originally purchased their drink. When signing up, customers do put a credit card number on file that is never charged unless they fail to return their cup within five days. Users also can't check out a new mug

Vessel Works launched on Nov. 14 at Boxcar Coffee Roasters and Trident Booksellers & Cafe, both on Pearl Street.

The service plans to add two other locations — Seeds Cafe at the Boulder Public Library and Pekoe Sip House

on the University of Colorado Boulder campus — shortly.

"We envision a world where it's easy for daily choices to have a positive impact," Dagny Tucker, CEO and co-founder of Vessel Works, said in a prepared statement. "Our mission is to bring transparency to the impact of your everyday choices and provide superior options that positively impact society and the environment—so you can align your values with your choices."

About 20 million trees and 12 billion gallons of water are used every year to make paper cups, and many of those cups can't be recycled because of the plastic lining inside, according to a Vessel Works news release.

The company is looking to reduce the need for disposable cups and bridge the gap in reusable cups — less than 2 percent of coffee drinkers bring their own mug to Starbucks and about 26 percent of consumers order drinks that are typically served in cups made of 100 percent plastic.

In addition to tracking their useable cups, Vessel Works users can also receive reports on their individual waste reduction, carbon dioxide and water savings and positive impact.

Vessel Works even removes the hassle from cafe owners; the company markets, tracks, delivers and picks up cups for the cafes. Vessel Works, which is licensed by the health department and operates out of a licensed space, handles the cleaning of the cups, delivering fresh clean cups to each participating location in the morning.

Cafes pay a per-cup fee less than the price of single-use paper and plastic cups. Cafes also receive personalized reports on their impact.

Vessel Works previously tested a pilot program of the "cup library" system in New York in 2016 before considering cities around the globe and ultimately choosing Boulder as its official launch city. The startup is now based in Boulder, with six employees on the Boulder team and several additional employees working out of New York. The company selected Boulder as a way to test operating in a tighter downtown than what New York offers and develop the program city-wide. It also wanted to work with a public institution and selected CU Boulder as that partner.

STARTINGLINE

Startup QalibreMD gets \$1.7M NIH grant

QalibreMD, a Boulder-based startup focusing on MRI technology, received a \$1.72 million grant from the National Cancer Institute, part of the National Institutes of Health. It will be tested at 12 clinical sites, examining before and after drug treatments of breast cancer. QalibreMD is partnered with the University of California at San Francisco and the National Institute of Standards and Technology to develop the platform, called qCal-MR, which aims to standardize and quantify MRI images so that assessments can be made independent of what device is used to do the MRI. QalibreMD, founded in 2017, is a subsidiary of High Precision Devices Inc.

Weld Microloan Fund gets \$150K expansion

Weld County is providing \$150,000 to expand the Weld County Microloan Fund. The fund, administered by the Colorado Enterprise Fund, provides access to capital and coaching for small businesses and startups operating in the county. The fund was launched in 2013 with a \$200,000 investment from the county and a \$200,000 match from CEF. It provides business loans up to \$50,000, Small-business owners interested in applying for and receiving loans from the fund must first become clients of the East Colorado Small Business Development Center in Greeley, where they will receive help with determining their eligibility and assembling a loan package.

Startup eyeflite takes center stage at Esprit

Boulder-based startup eyeflite took home the \$10,000 grand prize at the Boulder Chamber's annual Esprit Entrepreneur event. The prize is part of the Esprit Venture Challenge, a live pitch competition for startup companies. As part of Esprit Entrepreneur, three startup companies presented their ideas to the audience for a chance at the \$10,000 Esprit Venture Challenge grand prize. Eyeflite, founded by University of Texas at Austin graduates Andrew Smerek and Ian Philips, presented their venture, a hands-free communication and digital content delivery platform for virtual and augmented reality to empower people with movement disabilities with more independence and control. The chamber gave its Entrepreneurs of the Year award to Lucky's Market founders Bo and Trish Sharon. In their acceptance speech, the Sharons attributed their successes to their love of "good food for all" and the importance of their Boulder roots, a characteristic they share with their family of stores nationwide. With about 35 stores across the country and growth plans projecting 15 to 20 new stores annually, the couple has no plans to slow down. Along with their business success, the couple has contributed to the community. impacted 2,465,165 people through programs focused on healthy communities, sustainability, youth and education and resilience. Lucky's Market operates under Lucky's Market Operating Co. LLC. "The Boulder Chamber is proud to honor these esteemed individuals who represent the Boulder entrepreneurial spirit at its best," said John Tayer, Boulder Chamber president and chief executive. "Boulder innovation is about giving back to the community and tonight's awardees more than exemplify the importance and positive impact of that value."

www.bizwest.com BizWest | December 2018 ■ 37

Donor-advised funds gain tax-planning popularity

aiting until December to contemplate your 2018 charitable giving? If so, you are not alone. According to NP Source, 30 percent of all charitable giving is performed in the final month of the year. This year, spurred by new tax law provisions, more donors than ever are finding donoradvised funds (DAFs) to be a wise tax planning strategy.

That's far from the picture The New York Times tried to paint in

August of this year, when it inexplicably framed DAFs as a loophole by which extremely wealthy Americans can "hack their taxes." A few key statistics NONPROFITS reveal a very differ- RAY CARAWAY ent reality.



"This year, spurred by

new tax law provisions,

more donors than ever

advised funds (DAFs) to

be a wise tax planning

are finding donor-

strategy."

While DAFs serve a purpose similar to private foundations, they are much easier and significantly more affordable to set up. This means they provide a planning strategy benefiting tens of thousands of donors — not just an elite group of the ultra-

wealthy. The IRS mandates a 5 percent annual distribution from private foundations. Donor advised funds have no such mandate, yet they distribute over 20 percent annually on average. The Times failed to mention this fact in its unfortunate attempt to characterize DAFs as

a place to essentially hide charitable contributions that may never get into the hands of the needy.

Don't believe it.

Once a contribution is made to a DAF, the donor has irrevocably parted with the donated asset and can no longer use it for non-charitable purposes. So, exactly what the incentive for hiding contributions in this manner would be was not explained by The Times.

DAFs are simply designated gifts to nonprofit organizations — often a local community foundation whereby the donor reserves an ongoing ability to advise the nonprofit regarding grants distributed from the fund. DAFs allow donors to contribute into the fund and receive a charitable deduction at a strategic time. The money in the fund is invested and grows tax free, and the donor may advise the nonprofit to make grant distributions to charitable

organizations at any point.

DAFs are amazing planning tools that encourage generosity and benefit the entire nonprofit sector. Nationally, there is over \$100 billion in DAFs, and DAFs distributed 22 percent of their total market value in 2017 — far more than the 5 percent mandated for private foundations. The Community Foundation of Northern Colorado manages approximately \$114 million in charitable assets, half of which are held in DAFs ranging in size from \$25,000 to \$10 million. In its last fiscal year, the foundation distributed more than \$12 million in grants to hundreds of charitable causes, which is over 10 percent of total assets. DAFs greatly enhance philanthropy here in Northern Colorado, making it easy for donors to plan and organize their giving.

With the new tax law, timing issues regarding charitable deductions are more important than ever, and DAFs are increasing in popularity. Last year, \$29 billion was donated to DAFs, up 16.5 percent from the previous year. Many donors who do

> not have DAFs are "bunching" their donations, in some cases doing twice their normal charitable giving in one year while skipping the next. DAFs greatly enhance this strategy, allowing donors to transfer assets into the fund and receive a charitable deduction at the most strategic time, while dis-

tributing grants out of the fund on an ongoing basis to the causes they wish

The New York Times focused on a \$500 million gift of GoPro stock to the Silicon Valley Community Foundation by GoPro founder Nicholas Woodman, implying that DAFs are merely a tax planning tool for the "elite." The Gray Lady ignored the fact that the average size of DAFs continues to decline precipitously as a far broader group of donors find them to be helpful. This growing popularity is simply a reflection of wise planning, with the ultimate beneficiary being the millions of people served by the many nonprofits, schools, and faith-based organizations that shape the fabric of American culture.

Ray Caraway is president of the Community Foundation of Northern

Choose Businesses Invested in the Children of Our Community



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

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

We Welcome These New Business Members!

CANDLELIGHT



















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



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

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

COMMENTARY

Now it's up to Colorado's energy industry to propose a new code of conduct

ill Colorado's energy sector step up? That's the question after voters on Nov. 6 defeated Proposition 112, which would have devastated the state's \$31 billion oil-and-gas industry. The measure would have imposed setbacks of 2,500 feet on any new drilling operations, compared with the 500foot requirement today.

That increase would have effectively halted oil-and-gas drilling operations in the state, thereby decimating the industry. For that reason, BizWest opposed 112, and we were gratified that it failed by more than 200,000 votes.

Now, however, it's up the energy sector to come forward with reasonable measures that would alleviate citizen concerns. Failure to do so will feed anger among voters who worry about drilling activity too close to homes, schools and other buildings.

Measures that could be put forth would fall under several categories, including health, safety and politics. And the industry would do well to consider that last item very carefully.

While oil-and-gas companies probably could get away with some projects legally, they should collectively adopt a code of conduct that limits drilling in certain areas, including publicly owned open space and recreational areas.

Instead, Crestone Peak Resources proposed drilling on Boulder County open space. Highlands Natural Resources Corp. proposed drilling under the Rocky Flats National Wildlife Refuge and under Standley Lake in Westminster, though it subsequently withdrew both requests. The Rocky Flats plans angered residents in Superior, Arvada, Boulder and beyond. Add to that opposition in Westminster, and the company single-handedly sparked the ire of voters in at least four communities.

That's not smart politics.

We submit that Colorado's energy companies should adopt a new code of conduct, one that:

- Prohibits drilling beneath publicly owned open space, recreational areas or wildlife refuges.
- Increases the setback from 500 feet to perhaps 1,000 feet for some buildings.
- Inventories all abandoned wells and creates a fund to inspect and plug any that do not meet modern health and safety standards.
- Restricts surface activity within a respectful distance from waterways
- Vastly increases outreach to the community, providing information on the sector and responds quickly to citizen complaints, questions and concerns.

These are just some ideas. But executives at the state's energy companies — and the state Legislature — would do well to consider these and other measures. Otherwise, opponents of the energy industry very likely will come back to the ballot with new draconian restrictions.

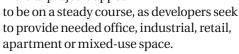
Developments bring renewal to region Office, industrial, retail, apartment projects flourish

evelopment projects have abounded in the Boulder Valley and Northern Colorado in the past year, and it doesn't seem that 2019 will be any different.

This edition of BizWest includes our latest Breaking Ground section, highlight-

ing major development projects in the region. The number of projects featured totals more than 75 — a record number — with many other projects coming out of the ground or on the drawing board.

Barring a major economic setback, commercial projects appear



NOTEBOOK

CHRISTOPHER WOOD

Major redevelopment projects continue on Boulder's 30th Street corridor, with Google's Phase II proceeding rapidly, along with The Réve project across the street. Developments at Boulder Junction and S'park nearby will add office, retail and

Still in the offing are redevelopments of the former Boulder Community Hospital property and The Armory, both on Broadway in north Boulder. And redevelopment is occurring in Flatiron Park and along Canyon Boulevard. (What is planned for the Liquor Mart property at 15th Street and Canyon remains to be seen.)

Several communities continue to enjoy revitalization in their downtown cores, with Brinkman spearheading redevelopment of the former Butterball turkey plant in Longmont — the South Main project — and Greeley's Eighth Avenue, which is seeing South Maddie, one of the Richardson family's projects, emerge. Work also is progressing on The Foundry, a two-block redevelopment in downtown Loveland.

Fort Collins will enjoy its first Lucky's

market, on South College Avenue downtown, along with new projects on East Harmony Road and at College and Drake Road.

Health care continues to drive new construction, with the UCHealth Greeley Hospital progressing, and with Boulder Community Health nearing completion of a new building on its Foothills campus and planning a new rehabilitation hospital in Lafayette.

Broomfield and Louisville are seeing a wave of development, including new facilities for The Allen Co., JPMorgan Chase, Partners Group, Vaisala Corp. and Viega LLC. Louisville is seeing its office/industrial gem, the Colorado Tech Center, approach buildout, and many new projects within and adjacent to downtown.

Throughout the region, banks are building branches, medical providers are constructing facilities, office and industrial buildings are sprouting, and apartment projects are springing up virtually on every corner. Retail developments are emerging in every community.

Industrial developments such as the J.M. Smucker plant in Longmont/Weld County and the BNSF Logistics Center in Hudson represent significant investments.

Major corridors, such as Interstate 25, U.S. Highway 36, Colorado Highway 119 and U.S. Highway 34, are seeing many, many projects of all types. Some developments, such as The Brands at the Ranch in Loveland and Windsor, will take many years to come to fruition, while others will wrap up in the next year.

What projects will be announced in 2019? Much will depend on the economy overall, but even the current pipeline should keep the region's architects, engineers, general contractors, subcontractors and city planners busy for some time to

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



What are your company's hiring plans for 2019?

Adding jobs 60%

Reducing workforce 40%

Next Question:

Is your company looking to expand or relocate its physical space in 2019?

Yes

No

Visit www.BizWest.com to express your opinion.

MEDIA

Copyright © 2018.

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

Publishers

Editor

JEFF NUTTALL jnuttall@bizwest.com

CHRISTOPHER WOOD cwood@bizwest.com 970-232-3131 | 303-630-1955 303-630-1942 | 970-232-3133

Vice President of Strategic CHRISTOPHER WOOD **Partnerships** cwood@bizwest.com SANDY POWELL 303-630-1942 | 970-232-3133

spowell@bizwest.com 303-630-1954 | 970-232-3144 Controller DIANE CRISPIN dcrispin@bizwest.com 970-232-3151 | 303-630-1963

VOLUME 37, ISSUE 13

Boulder Office

1600 Range St., Suite 101, Office #8, Boulder, CO 80301 | Fax: 303-440-8954

Fort Collins Office

736 Whalers Way, Bldg. G, Suite 100, Fort Collins, CO 80525 P.O. Box 270810, Fort Collins, CO 80527 | Fax: 970-221-5432













www.bizwest.com BizWest | December 2018 39

The present we didn't get and the gifts it provides

ince we're in the midst of the holiday season, and we're all thinking about those gifts we're expecting to receive, I thought it would be appropriate to spend a little time reflecting on one present we didn't receive, the Amazon HQ2.

I know there was a great deal of apprehension across the Front Range regarding the potential impact of 50,000 new jobs suddenly landing on our doorstep. We already have a workforce, housing and transporta-

tion crunch and the new Amazon HQ2, especially the originally envisioned single site, would certainly have exacerbated the situation. Yet, being selected for HQ2 also would have secured Colorado's position as



BOULDER'S BUSINESS CENTER JOHN TAYER

a technology center, with long-term residual benefits for Boulder's innovation economy.

All the consternation and uncertainty aside, it certainly was interesting to have a front-row seat in the Denver region's pitch as one of Amazon's potential sites for its new headquarters. Much has been written about the final choices — not all of it positive, even for the "winners." But I've been particularly interest-

ed in lessons learned from that process, and I think there are some themes that could prove useful to Boulder.

Alan Berube of the Brookings Institution observed Amazon's focus on access to talent. In particular, he wrote that the winners — New York and D.C. — had greater access to technology talent than any other competing site. He noted, as an example, that those locales had a significant number of workers in computer and mathematical occupations. As further demonstration of their focus on talent, Berube pointed out that Amazon's first FAQ answer justifying a two-city choice was, "We can recruit more top talent by being in two locations."

The focus on talent was no surprise. In its RFP, Amazon cited a preference for "urban or suburban locations with the potential to attract and retain strong technical talent." The Boulder Chamber has long emphasized the importance of developing and maintaining a skilled workforce for preserving our future economic vitality. As if to prove that point, Berube concluded, "Cities that didn't win should take up the challenge of growing a digitallyoriented workforce at scale through significant investments in training, and complementary strategies to grow technically advanced jobs from within their current employer base. These and other cities should examine and re-tool their economic development incentives to prioritize investments in workforce preparedness." These are just the kinds of workforce initiatives we're pursuing through our Boulder Together program — https://bouldertogether.myportfolio.com/about — in fields ranging from health care to manufacturing and, yes, computer technology.

Laura Bliss of CityLab focused on transportation as a key to Amazon's decision. In its RFP, Amazon asked for "...highway, airport, and related travel and logistics information for all proposed sites." It also wanted to see transit and other options for commuting employees, including bike lanes and pedestrian access. Bliss opined that New York and D.C. "... are two of the best-connected transportation cities in the United States." She did note that they each still need to make improvements in their transportation systems, but she expressed hope that Amazon's presence would give them the impetus to pursue such investments.

We don't have to be as large as New York or wait until we seek a new Amazon HQ (if that would ever even be of interest) to recognize the need to better move workers and residents around our community. That is why the Boulder Chamber has formed a partnership with our regional chamber colleagues through the Northwest Chamber Alliance to drive us toward expedited

improvements on critical commute corridors. We're also working with a diverse coalition of local government officials and transportation agencies, transportation support organizations like Boulder Transportation Connections, Commuting Solutions, and Community Cycles, private ride-share providers like Chariot and Via, and research and academic institutions like the University of Colorado and the National Renewable Energy Laboratory, to design mobility solutions that will provide immediate relief to commuting employees and area residents.

A plethora of other learning opportunities abound for the communities that did not attract Amazon's big preholiday present. Writing in The Atlantic, Aaron Renn, senior fellow at the Manhattan Institute, believes, "There's a lot of potential value in losing, for those cities that are willing to make the most of it." The bottom line is that the factors considered important by Amazon are things we know are important. Of course, we don't need Amazon to recognize those things. Let this holiday season gift be the foresight and motivation to tackle the deficiencies that the Amazon competition exposed.

John Tayer is president and CEO of the Boulder Chamber of Commerce. He can be reached at (303) 442-1044, ext 110 or john.tayer@boulderchamber.com.

Save the Dates-2019

UCHealth Foundations - Northern Colorado

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

40th Annual Spring Benefit

Saturday, May 11 Embassy Suites Loveland Northern Colorado Golf Classic

Monday, Aug. 19 TPC Colorado **Greeley Golf Classic**

Date TBD (Details to come on our website.)
Greeley Country Club

Corporate partners play an integral role in supporting our events and philanthropic initiatives. Learn how you can get involved in the health of your local community through our corporate partners program today. Visit uchealthnocofoundation.org/corporate-giving for more information.

UCHealth Foundations - Northern Colorado

uchealthnocofoundation.org









A BETTER WAY to take care of business

Health{y} care. Health{y} bottom line.

Just adding one simple letter changes everything. Kaiser Permanente goes beyond health care to help keep your employees — and your bottom line — healthy.



We're not just a health plan. We're one of America's leading nonprofits and a model for truly integrated care.

With care and coverage working seamlessly together, we make good health easy and affordable. Our physician-led care teams and innovative care channels, like online chat and video visits with a doctor, enable us to deliver the right care at the right time. This helps reduce unnecessary treatments and leads to healthier outcomes.

To further manage costs, we pair financial insights with decades of proprietary clinical data to identify cost drivers, and spot trends. So together, we can work to address the health needs of your employees, before costs escalate.

Choose better. Choose the care delivery model that changed the health care industry.

