

BizWest

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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| | |
|---|----|
| » MAY Drive to fix north I-25: Stay on course | 7 |
| » REZAC Agritourism: A new way to travel | 9 |
| » BOLAK Should King of the Wing do his own thing? | 12 |
| » MACOMBER Web design by committee doesn't work | 13 |



FORT COLLINS

New theater group popping up – but where?

Live performers join crowded scene. **PAGE 6**

LONGMONT

Longmont employment outlook strong

Partnership reveals results of survey. **PAGE 8**

REAL DEALS

Three hotels on drawing board

Greeley, Fort Collins, Broomfield targeted . **PAGE 20**

STARTUPS

Feld's \$100K gift to aid entrepreneurs

Blackstone network new capital campaign. **PAGE 22**

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Bravo! Entrepreneur Awards
August 17
Loveland
Embassy Suites

Power Breakfast — Outdoor Industry
September 21
Hotel Boulderado
Boulder

IQ Awards
October 5
Plaza Hotel
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■ Power Breakfast - Outdoor Industry

September 21
Hotel Boulderado - Boulder

■ IQ Awards

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QUOTABLE

“People come to live in Colorado because of its lifestyle.”

Courtney Walsh, The Kitchen’s communications director..
Page 10

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COURTESY BEVERLY SCHAEFER, PRINCETON UNIVERSITY
Kareem Maddox had become a standout forward by his senior year as a Princeton Tiger.

News host leaves KUNC to play basketball in Poland

By Dallas Heltzell
dheltzell@bizwestmedia.com

GREELEY — A voice that has become familiar to listeners of public radio in Northern Colorado is trading 91-point-5 for 3-pointers.

Kareem Maddox, who in April became the local host of National Public Radio’s afternoon “All Things Considered” news program at Greeley-based KUNC-FM 91.5, will leave Colorado for Poland to play professional basketball there.

His last hosting appearance was July 28. He’ll travel to Poland Aug. 17, and his team — Miasto Szkła Krosno, which plays in Poland’s 17-team top professional league — will open its season in September.

“He’s just a great guy,” said Neil Best, KUNC’s general manager. “I’m

Maddox at Princeton

| Season | Field Goal % | Free Throw % | Avg. Pts. Per Game |
|---------|--------------|--------------|--------------------|
| 2007-08 | .333 | .833 | 3.73 |
| 2008-09 | .351 | .836 | 5.04 |
| 2009-10 | .464 | .747 | 6.23 |
| 2010-11 | .568 | .783 | 13.84 |

mad as hell that I lost him, but I can’t be mad at him. We wish him all the luck in the world.

“Actually, maybe we ought to let NPR know, because this is kind of a man-bites-dog story,” Best said. “KUNC continues to make history — or at least I think we are. I don’t know of anyone else who lost a newscaster to basketball in Poland.”

A California native, Maddox, 26, was a standout forward at Princeton University who as a senior led his team to the 2011 NCAA tournament and a

Please see **Maddox**, page 4



COURTESY KUNC
Kareem Maddox gets to live a dream as a local news host at KUNC-FM 91.5 in Greeley.



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Maddox, from 3

near upset of powerful Kentucky. After two seasons of playing pro basketball in the Netherlands and the United Kingdom, he returned home to Los Angeles and volunteered at NPR affiliate KCRW-FM 89.9 in Santa Monica.

Maddox grew to love radio at KCRW and, in his search for full-time work, scanned the Princeton alumni directory until he spotted Andrea Dukakis, a reporter and producer for “Colorado Matters” at Denver-based Colorado Public Radio. Dukakis, daughter of 1988 Democratic presidential nominee Michael Dukakis, helped Maddox land his first full-time job at CPR’s flagship station, KCFR-FM 90.1. He worked as a producer there until KUNC — which in February moved its music programming to 105.5 megahertz and converted its 91.5 frequency to all news and information — gave him a chance to finally get his voice on the air.

“We had an opening for an ‘ATC’ host, and Kareem was upfront,” Best recalled. “He said, ‘I was working as a producer for CPR but my dream is to be a host.’ He said he’d like to host a call-in show of some sort. We said, ‘Let’s give him a chance.’ As I told him the other day, I figured we’d have him three to five years and then he’d go host a national show.”

But Maddox’s radio hopes never overcame his love of hoops. Earlier this summer, he played in an event in Las Vegas that was attended by scores of scouts from overseas teams. He played well, and an agent for the Polish team contacted him.

“I had kidded him about the basketball tournament in Las Vegas,” Best said. “I told him, ‘You’re not going to be scouted by the NBA summer league,

are you?’ He said, ‘Oh, this is just a good weekend, fun with my friends.’ But then he came back and said, ‘I got this offer. What do I do?’

“Well, I told him, ‘I’ve been here at KUNC 44 years, and you’re in your mid-20s. Go see.’

The team’s home is in Krosno, a city of nearly 50,000 people in the extreme southeastern corner of Poland, near its borders with Slovakia and Ukraine.

Maddox said he saw it as “an opportunity to play and see how far I could go and how good I can be at basketball. It’s just the nature of basketball; you can’t wait another year and say I’m going to play now because you’re another year older.

“But hopefully I can do some radio, too, and do a podcast that’s successful” — maybe documenting his travels around Poland with the team in the style of Anthony Bourdain’s “Parts Unknown” series on CNN.

Meanwhile, back in Greeley, Best said Jackie Fortier and Brian Larson will take over the “All Things Considered” chair part time, “but we’re hoping to find a permanent host because we’re anxious to let them do the reporting they want to do.

“The application’s online at KUNC.org/jobs if anybody’s interested,” Best said.

“That station is poised to really explode,” Maddox said. “I’m leaving at a time when KUNC is about to take off and has all the potential in the world. I’ll definitely be watching to see what KUNC does.”

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

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Larimer voters to mull tax for mental-health center

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

FORT COLLINS — Voters in Larimer County will decide in November whether to impose a quarter-cent sales tax to pay for a \$20 million facility to house treatment for alcohol and drug abuse, mental health and detoxification. In a courtroom packed with supporters of the ballot issue, Larimer County commissioners unanimously approved placing the issue on the general-election ballot. If approved by voters, the tax — 25 cents on a \$100 purchase — would begin being assessed Jan. 1 and extend for 25 years.

Posted Aug. 2.

UCHealth hospitals in region score high

AURORA — Medical Center of the Rockies in Loveland and Poudre Valley Hospital in Fort Collins are among the top five hospitals in Colorado, according to U.S. News and World Report's Best Hospitals Honor Roll. The two hospitals are part of UCHealth, a nonprofit health-care system that includes five hospitals and more than 100 clinics throughout Colorado.

Posted Aug. 2.

NEWS DIGEST

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Feds award \$15 million to help expand I-25

The Colorado Department of Transportation will receive \$15 million from its federal counterpart to expand and improve Interstate 25 between Fort Collins and Loveland. The grant will be used as part of a \$230 million project that will include construction of one tolled express lane in each direction on I-25 for 14 miles between Colorado Highway 14 (Mulberry Street) in Fort Collins and Colorado 402 east of Loveland. The project also includes transit, pedestrian and cycle improvements designed to connect Northern Colorado and the Denver metropolitan region.

Posted July 26.

Noodles to pay \$1.1 million to former CEO Reddy

BROOMFIELD — The sever-

ance package for Kevin Reddy, who resigned as chief executive and chairman of Broomfield-based restaurant chain Noodles & Co. (Nasdaq: NDLS), includes \$1,086,000 in payments, the company disclosed in a regulatory filing. Reddy cited a desire to pursue new personal and financial opportunities in a statement released by the company. The total severance amount equals one and one-half times Reddy's base salary, and will be paid out over 18 months, according to the filing.

Posted July 26.

Wind-energy industry touts increased activity

Lower costs for wind energy contributed to a surge in wind-industry activity in the second quarter of 2016, according to a report issued by the American Wind Energy Association. More than 18,200 megawatts of wind power capacity now are under construction or in advanced stages of development, according to AWEA's second-quarter market report. Colorado's 2,965 megawatts of installed wind capacity ranks it 10th in the nation, according to the report.

Posted July 26.

Colorado keeps status as top-10 solar state

DENVER — Colorado in 2015


retained its spot as the state with the 10th-most solar-electric capacity per capita in the nation, according to a report released by Environment Colorado's Research and Policy Center. The report, authored by Gideon Weissman of Frontier Group and Bret Fanshaw and Rob Sargent of Environment America Research and Policy Center, laid out solar generation capacity for all 50 states, noting that the top 10 states landed high in the rankings mostly for their favorable policies toward solar rather than simply an abundance of sunshine. Colorado in 2015 had 99 watts per person of solar capacity.


Posted July 21.

Signatures turned in to put Larimer SCFD on ballot

FORT COLLINS — A one-tenth of one percent sales tax to fund arts organizations in Larimer County took a step toward the November ballot. Campaign organizers delivered more than 12,000 petition signatures — far more than the 7,252 they were told they needed — to the Larimer County Elections Department to secure a place on the ballot for the issue that would create a Scientific and Cultural Facilities District.

Posted July 20.





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New theater group popping up – but where?

By Michelle Venus
news@bizwestmedia.com

FORT COLLINS — A new theater company is making its mark in Fort Collins.

Less than a year ago, PopUp Theatre made its debut with Lanford Wilson’s “Burn This.” Staged in the galleries at the Community Creative Center, the new company set an expectation of the unexpected by deliberately not choosing a traditional theater as its home. In fact, PopUp has no home. A significant part of the company’s vision is to find venues that fit the production, creating an immersive experience for the audience.

For “Burn This,” that experience was achieved by recreating a New York City loft space, enhanced by the soaring ceilings, massive columns and openness of the 1903 building that once housed Carnegie Public Library and the Fort Collins Museum. Local singer-songwriter Nancy Just sat in the audience and performed original compositions between scenes. Rather than making their entrances and exits from off-stage wings, characters came and went through the audience.

“I wanted the audience to really feel like they were in a modern-day loft,” said founder and executive artistic director Christopher Huelshorst. “The expansiveness of the Community Creative Center lent itself perfectly.”

Transplanted nearly three years ago from Kansas City, Huelshorst saw that Northern Colorado was ripe for edgier, more experimental theater.

“The audiences wanted it and the actors were looking for different opportunities,” he said. “So, I took the leap.”

Please see **Theater**, page 17



COURTESY POPUP THEATRE

Actors Will Ferrie, foreground, and Steven Fox perform in a PopUp Theatre play staged at the Community Creative Center in Fort Collins.

NEWS&NOTES

Energy-efficiency rebates resume

Fort Collins Utilities’ Efficiency Works-Business program is resuming approval of rebate applications, thanks to an additional \$1.46 million in funding that was approved by the city council. The public-private partnership with Platte River Power Authority helps commercial building owners reduce utility costs by identifying and implementing upgrades for more efficient use of electricity and water. The additional funding allows local businesses to continue investing in efficiency improvements, while maintaining momentum toward the city’s energy-policy and Climate Action Plan goals. Rebate applications will be approved according to the current program rules. More information is online at fcgov.com/conserve.

CSU researchers to study insecticide to fight Zika

Researchers at Colorado State University will conduct federally sponsored tests of a Swiss company’s citrus-based insecticide to see if it’s effective against mosquitoes carrying the Zika virus. The research is being sponsored by the National Institute of Allergy and Infectious Diseases, part of the National Institutes of Health. CSU researchers, working under NIAID’s preclinical services program, will test the repellency and insecticidal properties of nootkatone, an insecticide produced by Evolva (SIX: EVE), a company based in Reinach, Switzerland. Data from the studies will supplement Evolva’s research to fulfill Environmental Protection Agency requirements for the commercial launch of nootkatone in the United States.

While vacancy loosens, Fort Collins rents rise

Although more apartments are being built throughout Fort Collins, the Colorado Division of Housing reports that rents are still rising in the city, which still has the highest rent per square foot in Colorado. Nearly 500 new apartments became available in the past year in Fort Collins, but the median rent rose to \$1,281 in June, up from \$1,233 in the same month a year ago.

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Drive to fix north I-25: Let's stay on course

Northern Colorado is making great progress on the drive to widen Interstate 25. The most recent good news was the announcement of a federal grant for interstate improvements. While we have a lot to celebrate, we still have a long way to go. Fortunately, our leaders are united, and we have a focused plan.

By way of reminder, north I-25 already is congested and the problem will get quickly worse because the population of the Weld-Larimer area is on pace to double by 2040.

Making matters worse, Colorado leaders have failed to make transportation a priority. From 2009 to 2015 state expenditures grew by \$3 billion but none of it went to transportation.

In response to this situation, in late 2013 local governments in Northern Colorado formed a group called the I-25 Coalition. Early in 2014 the business community formed a companion group called the Fix North I-25 Business Alliance.

Together, leaders in Larimer and Weld counties, public officials and business leaders have worked with the Colorado Department of Transportation, the Legislature and our congressional delegation to good effect.

Over the past 28 months, the following has happened:

- A shared vision, guiding principles and lobbying effort were put in place.

- As a result, after largely being ignored for years, North I-25 now is considered one of the state's top transportation priorities.

- Also due to the efforts of Northern Colorado leaders, overall transportation funding has been moved to center stage with state leaders. In that regard, we played a key role in getting \$357 million of state general fund dollars committed to transportation over the next two years, some of which will come to north I-25.

- Leaders now agree that bonding is a great mechanism to accelerate highway capacity projects around the state, including north I-25.

- Local governments in Northern Colorado, working through the North Front Range Metropolitan Plan-

ning Organization, gave up federal money slated for local streets to build a southbound climbing lane on Berthoud Hill south of Loveland.

- Construction will start soon the Crossroads Interchange, which should be done by the end of 2017.

- Local governments and some private landowners committed \$25 million to help secure the federal TIGER grant. That \$15 million grant was announced July 27.

- All of the above has inspired CDOT to create the North I-25 Phase 1 project to add a managed lane in each direction between Colorado Highway 14 in Fort Collins and just south of Loveland. The \$235 million project could be done as early as the end of 2020. Effectively, the most congested part of I-25 — 14 of the 26 miles — finally would get relief.

These accomplishments are significant and worth celebrating, but let's not spike the football too soon. We've all seen the overly excited football player drop the ball before stepping into the end zone, right? Our end zone is three lanes each way between Colorado 14 in Fort Collins

and Colorado 66 northeast of Longmont by 2025. We can't stop in Loveland.

This is what it will take to achieve that goal:

- Stay on this. Local government and business leaders have a common goal and have resourced a lobbying effort. Do not let up.

- The Legislature needs to step up to its obligations by referring a measure to voters to renew the very successful TRANS bonds program that will expire in 2017. Legislation is needed to change or replace the temporary, unreliable and volatile Senate Bill 228 with a reliable annual source of general fund money dedicated to the state's highway and interstate system.

- Then and only after the Legislature steps up to its obligation to maintain and expand the transportation system, we should consider new revenue options such as a transportation tax.

In conclusion, North I-25 is a big problem, but we have a plan and we are working the plan with good results. But we need to stay on task.

David May, president and chief executive of the Fort Collins Area Chamber of Commerce, is convener of the Fix North I-25 Steering Committee, an initiative of the Northern Colorado Legislative Alliance.



**FORT COLLINS
VOICE**
DAVID MAY

“North I-25 already is congested and the problem will get quickly worse because the population of the Weld-Larimer area is on pace to double by 2040.”



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BW LONGMONT BIZ



CHRISTOPHER WOOD/BIZWEST

Seagate Technology LLC maintains a strong presence in Longmont and is one of the city's largest primary employers.

Longmont employment outlook called strong

By Christopher Wood
cwood@bizwestmedia.com

LONGMONT — More than half of respondents to a survey of Longmont primary employers indicate that they will expand in the next three years, adding 710 new jobs and \$111.9 million in capital investment.

That's according to a survey conducted by the Longmont Economic Development Partnership, in collaboration with the city of Longmont. LEDP surveys the city's existing primary employers on an annual basis to "identify trends, gather strategic intelligence, address concerns, identify new opportunities, and offer support," according to the report.

A total of 117 primary businesses representing more than 7,100 jobs completed the 2016 survey. Highlights of the survey results include:

- 88 percent of companies anticipate new products being introduced over the next two years.
- 70 percent of respondents indicated that company sales are increasing.
- 71 percent said that there are no barriers to growth in Longmont.

The survey was expanded this year to include a pilot project sampling of companies in the local business sector. Thirty-one local businesses representing 609 jobs completed the survey. Surveyed local businesses primarily represented the retail, service and restaurant/hospitality industries.

Highlights of the local businesses surveyed include:

- 65 percent of responding businesses reported gross annual sales between \$500,000 and \$5 million.
- 84 percent reported that their



CHRISTOPHER WOOD/BIZWEST

Xilinx Inc. develops hardware and software used in cloud computing, telecommunications, industrial, consumer, automotive and data-processing devices.

business is profitable.

Top issues of concern for surveyed local businesses were related to the current city sign code, insufficient parking and vandalism.

LEDP officials said the city already has followed up on many of the issues cited — involving 26 businesses — including issues with vandalism, NextLight service and costs, traffic control, parking issues and city regulation and code enforcement.

Additionally, LEDP followed up with 61 businesses regarding expansion, incentives, enterprise-zone information, training and other items.

Longmont's primary employ-

ment sector includes companies in aerospace and defense, data-storage and computers, electronics, medical devices, pharmaceuticals, breweries and beverages, food and dining, engineering and design, and other areas.

LEDP is a public/private 501(c)(6) nonprofit economic-development organization serving the greater Longmont area. The organization assists with relocation, retention and expansion of business in the city.

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

NEWS&NOTES

Council Oks annexation, zoning for Fairgrounds Marketplace

Thirty acres will be annexed into the southwest portion of Longmont as part of the Fairgrounds Marketplace development, thanks to a vote July 26 by the Longmont City Council. The tract's initial zoning will be commercial regional and high-density residential, allowing retail development and apartment buildings to be built there. The council's action came despite two dissenting votes and protests from neighbors along Rogers Road in unincorporated Boulder County who claimed that the council and the city's planning department kept assuring residents they'd get a say later in the process but ignored them all the while.

Lyons Gaddis names Grant new managing shareholder

Law firm Lyons Gaddis, with offices in Longmont and Louisville, elected Cameron A. Grant as the firm's new managing shareholder. Grant takes over for Anton V. Dworak, who served as managing shareholder for eight years. Dworak will continue serving the firm's clients in his business, real estate, estate planning, probate and tax-law practice.

Micron Technology lays off 70 workers in Longmont

Two weeks after Seagate announced a major round of layoffs that was expected to have at least some impact locally, Longmont's data-storage sector has taken another hit. Idaho-based Micron Technology Inc., laid off 70 employees, or nearly one-third of its local work force, at its Longmont facility.

Avista Pharma Solutions offered \$1.3M in incentives

Avista Pharma Solutions in Longmont was offered a combined \$1.3 million in state incentives to add jobs locally. The Colorado Economic Development Commission approved an incentive offer of \$1.3 million to Avista, which was formed last year by Minnesota-based Accuratus Lab Services after Accuratus acquired Array Biopharma's manufacturing and control operations in Longmont, retaining 33 employees and adding to that figure. Avista then subsequently acquired a 90,000-square-foot manufacturing facility owned by Scynexis Inc. in Durham, N.C.

Bootstrap Brewing eyes expansion into Longmont

Bootstrap Brewing Co., a Niwot craft brewery led by the husband-wife team of Steve and Leslie Kaczeus, has its eye on expanding into a former warehouse of the Times-Call newspaper. Bootstrap is requesting an exception from the Longmont planning and zoning commission that would allow them to open a brewery and taproom at the site, which sits within 250 feet of a residential zoning area. The 14,000-square-foot building at 142 S. Pratt St., was purchased last year by Red Clay LLC, an entity Oskar Blues Brewery founder Dale Katechis has used to buy real estate for a couple of the brewery's restaurants and other operations.

Agritourism: A new way to travel – and to profit

We are in the height of the travel season, and consumers are venturing out in record numbers to enjoy the beauty that our state has to offer. In Colorado, we often think of the wondrous Rocky Mountains for recreation: whether for a casual hike, a vigorous bike ride or the wintertime adventure of skiing and snowboarding. But, did you realize that the heart of our state is agriculture?

Colorado's farming and ranching community has earned a solid reputation as a leading producer of barley, cantaloupe, lettuce, potatoes, sweet corn and winter wheat. According to the Office of Economic Development and International Trade, Colorado boasts the highest milk production per dairy cow in the United States. The agricultural and food industry in Colorado generates more than \$5 billion annually in economic output.

So, naturally, the state of Colorado is focused on promoting our assets. The term "agritourism" was coined to encompass the activities, services and events, related to agriculture, that happen on farms and ranches throughout the state. These

experiences provide the consumer or traveler with the culinary adventures they desire and provide education on the heritage and natural resources Colorado has to offer. Agritourism activities can be divided into three categories: on-farm, food-based and heritage activities.

On-farm activities can include farm-to-table dinners, weddings and special events, corn mazes and wagon rides, school and educational tours and farming seminars/workshops. At farm-to-table dinners, talented chefs create culinary masterpieces, utilizing fresh produce from the farm and locally sourced ingredients, to provide an epicurean experience for guests. Farm tours educate visitors about the crops that the farm specializes in and the philosophy the farm employs in raising those crops. Seminars and workshops allow participants to experience and learn sustainable agricultural practices firsthand.

Food-based activities can range

from a visit to the local farmer's market, winery tours and tastings, micro-brewery visits and harvest and food festivals. These unique leisure activities offer consumers a value that they are willing to pay for. On a recent visit to a local winery, I was able to speak directly with the farmer. I not only learned valuable information about their growing process, but was able to glean helpful techniques to take back to my own garden to employ for a bountiful crop!

Heritage activities, which may or may not occur on the farm, include barn dances, rodeos, stock shows, county fairs and numerous other events that highlight the agricultural community. Travelers also can visit historical museums, pioneer settlements and shows that feature farm machinery from the past to the present day. This year, Boulder County celebrates a 147-year tradition with the Boulder County Fair, the oldest fair in the state of Colorado.

Agritourism is a major sector of the larger travel and tourism industry in Colorado, and has become increasingly important over the past

decade. Tourism is an industry that has a major economic impact in Colorado and provides more than 5,400 jobs in Boulder County alone. More than \$21 million in local taxes and \$13 million in state taxes are generated by the industry.

In a recent report, released by the Colorado

Tourism Office, Colorado welcomed more than 77 million visitors in 2015 and total direct travel spending reached \$19.1 billion. Two-thirds of that total was spent by travelers who stayed in overnight paid accommodations. The return-on-investment that Colorado enjoyed was \$478 in travel spending for every \$1 invested in paid media.

This year, when you are making plans to experience Colorado, consider the myriad of opportunities available to you in the Agritourism sector. Visit a winery and taste the premium wines that our state produces. Or, visit one of the more than 150 breweries located throughout the state to see why Colorado is rated as one of the best beer producing states in the country. Stop by a farmer's market and take advantage of the fresh, bountiful crops available right next door.

Bon appétit!

Nancy Rezac is executive director of Visit Longmont.



LONGMONT VOICE
NANCY REZAC

"Visit a winery and taste the premium wines that our state produces. Or, visit one of the more than 150 breweries located throughout the state to see why Colorado is rated as one of the best beer producing states in the country."

Attention: Boulder Valley & Northern Colorado Innovators



The Innovation Quotient that drives our region's economy

CALL FOR NOMINATIONS

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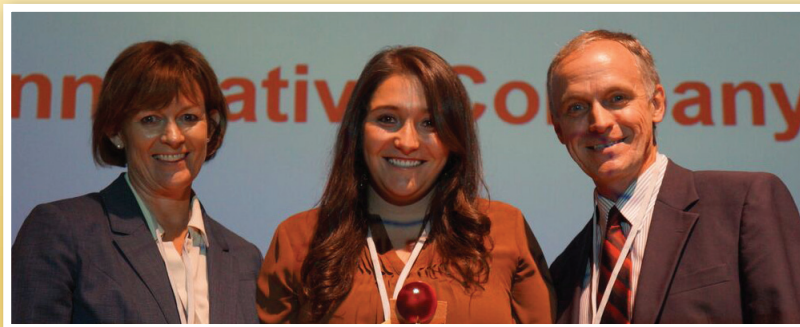
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- Innovative Company of the Year
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For more information, nomination forms, and a list of last year's winners, visit:

www.IQAwards.com

Deadline for nominations: Friday, August 31st



InDevR, Inc., a biotechnology company in Boulder, won the 2015 Innovative Company of the Year and the 2015 Overall Innovation of the Year.

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IQ Awards & Innovation Summit

Panels on innovation, pitch slam presentations by finalists, and the awards ceremony

Wednesday, October 5th

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Panel sessions & pitch slams 1:00-5:30 p.m.
Cocktails & Hors d'oeuvres, Awards Ceremony 5:30-7:30 p.m.

Presented by:





COURTESY LUCKY MALONE PHOTOGRAPHY

More than 300 Learning Gardens across the nation, including this one, are being developed by the nonprofit Kitchen Community, an arm of The Kitchen restaurants. Learning Gardens serve schools as outdoor classrooms and experiential play-spaces that connect kids to real food and encourage them to make healthier food choices.

Restaurateurs ordering up Colorado to go

By Dallas Heltzell

dheltzell@bizwestmedia.com

It may not make much sense at first glance that a chain of pizzerias called Old Chicago actually was born on the Pearl Street Mall in Boulder, not on State Street in the Windy City.

Or how about Boston Market and Tokyo Joe's? Same story. First known as Boston Chicken when it was founded in 1995, the first Boston Market opened in Golden, not Massachusetts. And Larry Leith opened the first Tokyo Joe's in 1996 in Denver, not in the capital city of Japan.

Fact is, our state is home to scores of eateries that got their start here — especially in Boulder, Northern Colorado and metro Denver — and have since branched out across the country and, in some cases, around the world.

But why?

Kimbal Musk, a native of Pretoria, South Africa, who moved to Boulder and co-founded The Kitchen and its spinoffs, has an idea.

"My theory," Musk said, "is that almost everyone in Colorado chose to be here, or are maybe second generation, and that brought together some



COURTESY NOODLES & CO.

A new location of Broomfield-based Noodles & Co. (Nasdaq: NDLS) is open at Orchard Park Place in Westminster. As of June 2015, the chain had 472 restaurants in 35 states, the District of Columbia and one Canadian province.

of the brightest minds from around the world who also care about thriving personally."

Carolyn Livingston, communications director for the Colorado Restaurant Association, added that the same goes for restaurant customers in Colorado.

"They're also part of the demographics," she said. "They're a very transient group, and younger and younger. It's part of their culture to go out to meals every single day."

"People come to live in Colorado because of its lifestyle," said Courtney Walsh, The Kitchen's communications director. "It draws people, and they

feel empowered to do what they want to do."

That enthusiasm bursts forth on local radio any given Saturday during shows hosted by veteran reviewers Warren Byrne on KEZW-AM 1430 and Pat "Gabby Gourmet" Miller on KHOW-AM 630, as Front Range food fanatics jam the phone lines to compare notes on the newest eateries they've found.

It shows up in the numbers as well, Livingston said, especially in the fast-casual sector.

Colorado is an incubator for fast-casual restaurant chains, and boasts the highest per capita number of

those businesses of anywhere in the nation — 12 to 13 per 1,000 people, as opposed to about five per thousand in the rest of the United States.

"Another tidbit I found out just last week," she said, "is that Colorado restaurant scene has boomed in the past 10 years, growing by nearly 1,000 locations and 40,000 employees. Even more astounding is that most of that happened in the past five years. We have 38,000 additional employees and 900 locations."

Livingston speculated that Coloradans, both natives and transplants, "have a closer familiarity with fresh food, farm to table — the Colorado approach anyway. And even fast casual is trying to fit into that."

The list of Colorado-born chains is familiar across the country, including Chipotle, Qdoba, Smashburger, Mad Greens, Einstein Bros. Bagels and Modern Market. Budding regional ventures such as Larkburger, Good Times and 3 Margaritas are spreading their wings out of state as well — and in the case of Greeley-based Wing Shack, it's literally.

Often it's a family affair. J. Manuel Morales started Las Margaritas in Seattle in 1990 and opened more than a dozen locations in that area, then sold that chain of Mexican restaurants to former employees but kept the name and moved to Denver — but the name "Las Margaritas" was already taken. So they picked a number, and "3 Margaritas" was the result.

Morales and family members have spread their 3 Margaritas restaurants along the Front Range and into Nebraska and Wyoming.

According to the chain's website, 3 Margaritas "is an example of the immigrant dream, which included financial success as well as a chance to go back home and help those left behind."

In Mexico, according to the website, "the nine Morales kids, six girls and three boys, slept on mats on the floor of a two-bedroom house at their small ranch. After school they worked in the fields. Today all of them own at least one restaurant."

Manuel Morales' brother Nicolas now is mayor of his hometown of Cuatla, in the Mexican state of Jalisco. "His agenda is ambitious," according to the website, "to change the very conditions—lack of jobs, education and opportunity—that made him cross the border to the United States when he was 17."

The idea of connecting family, friends and community also tells the story of how The Kitchen was born and operates today.

In 2002, Kimbal Musk and Jen Lewin moved to Boulder, met British transplant Hugo Matheson and decided to create a "world-class neighborhood restaurant." The name came from their desire that the restaurant be a lot like the kitchen in someone's home—a gathering place where family and guests like to hang out.

But just as with the Morales family, The Kitchen decided to give back.

"In 2010 Kimbal went down a ski hill and broke his neck," Walsh said. "He was paralyzed for a bit on his left side. He had surgery and was in bed for two months. While he lay there, he had this epiphany that he wanted to focus on what he loved—how to make the Kitchen work and scale local food. He wasn't quite sure how to do that with just The Kitchen itself. He realized he wanted to dedicate his life to figure out things like the obesity epidemic. So he and Hugo devised Learning Gardens—modular raised beds teachers could play in—and how to make simple real food affordable. So the Kitchen Community was founded in 2011, and so was Next Door."

The owners opened their first Next Door restaurant in Boulder, with a price point similar to Chili's, Applebee's or TGI Friday's—"but as a real-food alternative," Walsh said. Locations also were opened in Denver's Union Station and in Glendale.

The Kitchen also opened in Denver, and in 2014 it came to Fort Collins at the busy Old Town corner of College and Mountain avenues, the former home of a Beau Jos pizzeria.

The Kitchen Community, a philanthropic 501(c)(3) nonprofit organization, is focused on making "community through food" a reality in a different way than the restaurants. Through the nonprofit, The Kitchen developed the Learning Gardens—scalable gardens that are installed at local schools to help children get in touch with where their food comes from and have a connection with it. They're much more likely to eat the vegetables they plant."



JOEL BLOCKER / FOR BIZWEST

The Kitchen, a Fort Collins bistro located in the heart of historic Old Town, is open seven days a week. It first opened in June 2014.

One was installed in May 2014 at Bauder Elementary in Fort Collins.

Next, for The Kitchen, inevitably, has come the reach out of state—but always in touch with the Colorado roots and philosophy.

"We opened our first restaurant in Chicago, in the River North district," Walsh said, "and then we worked with Mayor Rahm Emanuel to bring Learning Gardens to Chicago. We're now operating Learning Gardens in 118 schools in Chicago schools, and we plan to have 200."

They're spreading the concept to Memphis, Tenn., as well, Walsh said, as part of The Kitchen's "Heartland strategy"—"to build a network of restaurants supplied by local sup-

pliers, because locally sourced food develops relationships with farmers and ranchers.

"Our goal is basically join communities and accelerate a food culture at scale," she said. "Rather than just doing one or two gardens, we go really deep into the communities we work with."

"We're about to open The Next Door in January—same concept as the one we opened in Boulder—in Shelby Farms Park in Memphis," she said. "More than half of the food is sourced locally or through a direct relationship with the purveyor. Fish is a good example of that in Colorado; it's not local, obviously, but we have that direct relationship."

"We've planned 100 Learning Gardens in Memphis schools, and we already have 60," Walsh said. "We've also gotten funding to put 100 Learning Gardens in Indianapolis. We're scouting locations."

According to The Kitchen's website, "being a community establishment also includes our commitment to environmentally friendly practices, including composting, wind power, eco-friendly packaging and recycling."

Sounds a lot like Colorado values.

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

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Should King of the Wing do his own thing?

In our business of coaching and training salespeople all around the world and right here in Colorado, we have the pleasure of seeing just about every selling style there is among the people we work with.

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SALES SMARTS
BOB BOLAK

Unfortunately for Karen's ownership, there is only one Karl on their team. Most people don't get predictable outcomes when they go about doing their job a different way each time — especially in selling, since there are so many variables out of the salesperson's control; such as competitive and economic environment, product and service differentiation and, most importantly, communication and buying style of the prospective client or customer.

However, it can be tempting for an organization to have no well-defined selling process because it's time consuming to develop one and furthermore requires such a high degree of discipline to execute that many organizations and salespeople are not willing to commit to doing it.

On the other hand, if your organization is highly focused on effective and effective systems throughout your organization, you might want to examine the pitfalls of not having a sell-defined selling process.

You can control the sale. Experience often can help us with what to do, but a process will keep control firmly within our grasp. If we do not have a documented sales process that we follow, then we will default to the stronger system, which will be the prospects' buying system.

You might not have a clear vision of the next step required to close the sale. When we are in the business-development role, we can easily wear 'happy ears.' If we use a sales process instead, it acts as an objective, non-emotional gut check for making a

"go" or "no go" decision on the appropriate next step. It also prevents any surprises rearing their heads as we proceed through the process.

As a sales manager, you might spend an unnecessary amount of time adapting your coaching and management to various selling styles.

While we love to hire veteran salespeople, they typically bring their sales process (or lack of) to our organization. In the absence of our own company sales process, a de facto sales process develops that often is a combination of the best of the best that the salespeople bring with them, but also the worst of the worst.

To make matters even more challenging, when a sales leader is asking about a sales opportunity in the pipeline, she must ask where it has stalled in the context of that salesperson's process, not the company process. Multiply this by a team of four or 44 salespersons and you have sales leadership that is wasting a lot of mental calories to adapt to the salesperson's unwillingness

to adapt their selling system to the companies' selling process. You must also be clear that selling personalities and selling styles are independent of a selling process.

Try using this up-front agreement with your next sales hire: "Roger, we appreciate all of your years of selling experience and

results. It's one of the main reasons we're excited to have you join us. However, we need to be clear about our expectations. We have a sales culture here at ABC Co., and it's important that we have your commitment that you will learn and adapt the style that has made you successful with the style our team members are committed to using. We're also looking forward to learning from you as our sales process continues to improve."

Often we don't use a sales process because it seems like it might not be appropriate for us or take too much time to set up. Hopefully, now you see it's worth it! Winging it might be OK for an impromptu comedienne, but it's a dangerous practice in selling if you're looking for an efficient and effective way to deliver predictable sales outcomes.

Bob Bolak is president of Sandler Training. Contact him at 303-579-1939 or bbolak@sandler.com.

Why web design by committee doesn't work

As you're reaching the close of a web-design process, the reality of it going live sets in. You think: What if I got it wrong? So, you consider sharing it with friends who have some distance and will give their honest opinion.

Wait. One. Minute.

This is where web design can go haywire. Here's why:

Asking someone's opinion when they have little context is rarely useful. The "context"

of a website is its goals, its market, its personality. Without this context, it's unlikely that "constructive comments" actually will serve.

Instead, uninformed opinions might water down the intended impact.

The website was designed for a target audience. If your advisers aren't part of it, their reactions aren't predictive. A good website, like a good ad, is aimed at a specific audience and its

"point of pain." If you're watching TV and see an ad for a denture-care product, the only way that ad would incite action is if you wear dentures or will soon. Otherwise, it bites.

You will get conflicting opinions. Then your advisers could lead you down the wrong path.

"Design by committee" means you'll end up with something that no one hates, but also no one loves.

Imagine if the designers of the dollar bill asked relatives what they thought of it. "It's nice, but why so monochromatic?" or "It's a little too big to fit in my pocket." But then also "It's too small and it gets lost in my purse." So instead of sticking to their guns, the designers try to accommodate everyone, and end up with a boring bill at best.

When you seek opinions, people go into critique mode. But the website has not been made to be critiqued! It's been made to be used.



MARKETING
LAURIE MACOMBER

"Imagine if the designers of the dollar bill asked relatives what they thought of it. 'It's nice, but why so monochromatic?' or 'It's a little too big to fit in my pocket.' But then also 'It's too small and it gets lost in my purse.'"

When you ask someone to look at the site, this person is not seeing it in the way a passerby would. They are looking to find fault. The request creates a bias for critique. A passerby would be visiting not to find fault but rather to get something of it. Different viewpoints!

Here are some ideas to assuage your last-minute website doubts:

Return to your original intentions. Look at the first source document. What were your intentions? Were these fulfilled? If yes, then most likely you can hit the "Go Live" button with confidence. If not, what changed? It is possible that your web design got derailed. But deliberately identify the problem before making that crucial diagnosis. And don't throw the baby out with the bathwater.

Ask specific people specific questions. Sending someone a test site with no context can result in faulty feedback. Instead, ask people specific questions that they are well positioned to answer. Have an industry expert bulletproof your facts. Get someone with poor eyesight to read

the text. Can a first-time buyer fill the shopping cart and complete the purchase with ease?

Ask yourself hard questions and trust the answers. Doubts often are the result of having avoided difficult questions throughout. Don't make things worse now by seeking out-

side reassurance. Instead, confront the issues head on. That's far better than farming out criticism. Get some distance — say, a day away from it — and then take a hard look. Write down your perceptions. Ask yourself what really needs to change. Once you're clear, be courageous and go live.

Don't worry; you can always tweak your site after it's published! That's the beauty of the internet; it's infinitely adjustable.

Laurie Macomber, owner of Fort Collins-based Blue Skies Marketing, can be reached at 970-689-3000.

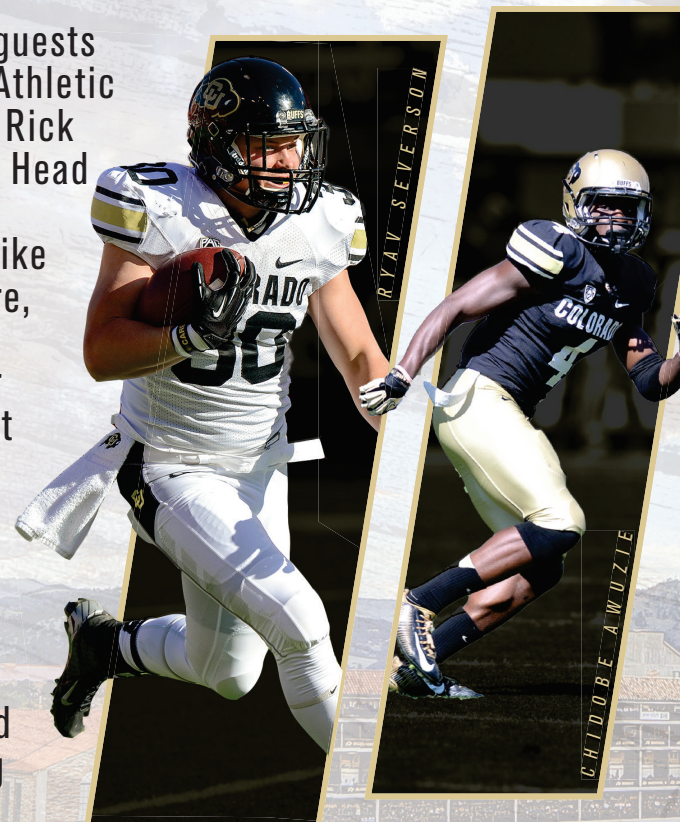
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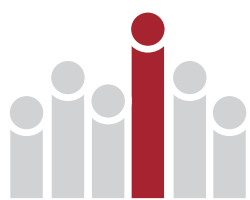
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Congress extended the application of the federal Work Opportunity Tax Credit (the "WOTC") on December 15, 2015. The revised extension dates are for employees who began working after December 31, 2014, and before January 1, 2020.

Timing is still crucial in regards to applying for the WOTC. Since, the extension was not enacted until December 15, 2015, employers only have 28 days after an employee begins work to file the application for pre-screening.

The service has granted transitional relief, which extended the application due date to September 28, 2016 for employees hired in 2015 on or after January 1, 2015 through August 31, 2016. If employees pass the pre-screening process, employers can receive credits between 25-40% of each employee's first year wages, up to \$9,600.

The WOTC is a great credit for businesses to lower their tax liability and for individuals who consistently face significant barriers to employment.



Carissa Gormally, CPA
Anton Collins Mitchell LLP



Carissa Gormally, CPA
cgormally@acmllp.com
970.352.1700

INSURANCE

Potential for Hay Fires – Are you Adequately Covered?

Unfortunately, the agricultural industry has a heightened exposure to hay fires this time of year. As we move later into the summer months the temperatures become higher and we see less moisture. The grasses and weeds near farms and ranches begin to die and turn into a major fuel source for a fire. If you have hay or alfalfa stacked on your operations, are you adequately insured? It is recommended that you consult with your insurance agent to ensure you understand critical factors, such as:

- Total limit of hay coverage - What will it cost to replace at the time of loss?
- Stack limit - Some farm policies may limit you.
- What is the minimum distance required between stacks? Some policies require 100 or 200 feet.
- Can you manage your spread of risk by having multiple stacks around your operations; rather than having all of the exposure in a single stack?

If you have questions, please contact our AgriBusiness team at (970)356-0123.



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How to speed up your Internet connection

We all have experienced it. The WiFi connection drops during the most important online meeting of the year — and this is after investing in the most expensive router you could find at Best Buy. Like many businesses, your WiFi sucks. Here are the likely reasons and what to do about it.

Your neighbors: Imagine you go to a dinner party. As the night progresses, more people show up and the wine flows. The room fills up and the noise levels rise. After a while, you can hardly hear the person right next to you. This is happening in most commercial buildings all over the world right now for WiFi.



TECH TRENDS
SHAUN OSHMAN

Most wireless networks are set up in the 2.4-gigahertz spectrum. This spectrum is like an overcrowded three-lane highway for data. Your neighbors could be in the same lane as you are. Or you could be trying to squeeze between the three lanes. This will result in poor performance. If you notice that your WiFi suddenly gets bad, it could be that a neighbor made a change to their network that has affected your network.

Ideally, businesses would join forces in an office building and create one high-quality WiFi network that everyone can use. With modern access points, it's possible to create multiple wireless networks with the same device. This would remove all interference. Then we would all sing "Kumbaya."

This problem is so ubiquitous that most enterprise-grade WiFi hardware have a feature that can take down rogue WiFi hardware. This is considered "rogue access point containment." In other words, if you set up a WiFi device that interferes with mine, mine will shut yours down. This is radio frequency war.

The 5-GHz spectrum is like an unknown highway with no traffic. Most higher-end WiFi devices support dual channels. This means they can create both 2.4-GHz and 5-GHz networks. With this feature, users have the flexibility to switch between networks if performance is compro-

mised. Not all devices will work on the 5-GHz spectrum, so it's good to also have the 2.4-GHz network option for them.

Other electronics: Microwave ovens and cordless phones are classic causes of 2.4-GHz interference. Newer devices are more effective at keeping their transmissions from bleeding into the WiFi range, but if your neighbor has older devices that do not abide by the rules of "stay in your lane," you could have problems. Either ditch the cordless or upgrade to a new model. Keep the microwave away from your networking equipment.

Outdated firmware: Just like a computer, networking equipment requires updating. These updates can introduce new features to your hardware to increase the quality of the network services. Start with this step before going down the path of replacing older gear.

Old routers: WiFi technology has gotten significantly better in the past few years. Features such as Airtime Fairness and dual-band networking dramatically increase the stability of

the signal. Settings are important. A lower-quality WiFi unit, properly tuned will function better than a high-end unit with a low-quality installation.

Checking for channel interference is important when setting up new devices, so work with a professional on the setup. Many of these WiFi units have easy to use management panels that you might want

to use yourself. Get a lesson from your IT professional and see what you're comfortable with. It's neat to see all of the devices connected to each unit. From there, it's easier to understand why you are experiencing performance issues.

In the end, your network experience always will be better when plugged directly into the switch. WiFi still is evolving and is never going to be as stable as a wire. If you're going to work in the same place consistently, then have it cabled. It'll increase your productivity and rule out WiFi frustrations.

Shaun Oshman is founder and chief executive of iSupportU in Boulder. He can be reached at 303-630-9974 or shaun@isupportu.biz.

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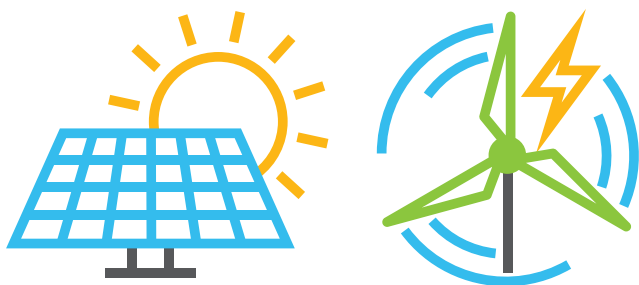
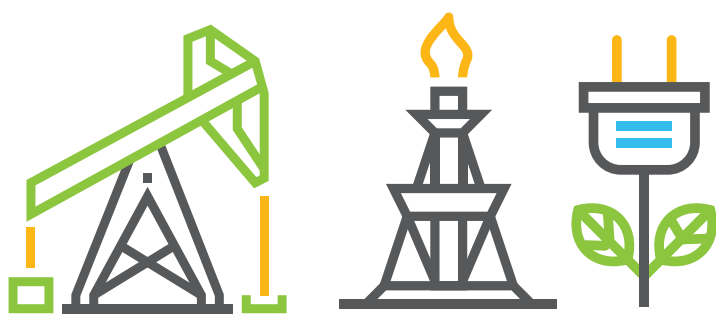
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Fort Collins, CO

DAY 1 - EDUCATIONAL DISCUSSIONS

- Climate Science
- Paris Agreement on Climate Change
- Clean Power Plan
- Grid Structure

DAY 2 - PANEL SESSIONS

- Energy Sources and Uses – Mega Trends
- Energy Transitions in the Western U.S.
- CSU Research – Innovative Energy Transition Projects
- Fossil Fuels in the 21st Century Energy Transition
- Global Challenges to Meeting Climate Change Goals

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Colorado State University

BRIEF CASE

CONTRACTS

The player pipeline to pro hockey's **Colorado Avalanche** soon will run through the Budweiser Events Center in Loveland. The **Colorado Eagles** inked a four-year deal with the Avs to serve as the NHL squad's minor league ECHL affiliate, replacing the Fort Wayne (Ind.) Comets. The deal means some Avalanche prospects could be sent to the Eagles from the Avalanche's higher-tiered AHL affiliate San Antonio Rampage.

EARNINGS

Advanced Energy Industries Inc. (Nasdaq: AEIS) reported an increase in revenue and profit for its second quarter that ended June 30 compared with the same quarter a year ago. The Fort Collins-based maker of power and control products used in semiconductors, flat-panel displays and other electronics, reported sales of \$118.8 million for the quarter, up from \$108.7 million for the same quarter a year ago and up from \$103 during the first quarter of this year. Profit for the quarter was \$27.3 million, or 68 cents per share, compared with \$20.2 million, or 50 cents per share during the first quarter, and \$23 million, or 56 cents per share in second quarter 2015.

Officials for Houston-based **Anadarko Petroleum Corp.** (NYSE: APC) said the company achieved record production from its Northern Colorado operations during the second quarter of the year. The news came as part of the company's quarterly earnings report, which showed a \$692 million net loss during the three months ended June 30. Anadarko, the largest oil and natural gas producer in Northern Colorado, saw production hit 243,000 barrels of oil equivalent per day during the second quarter. That complemented record production at three Anadarko sites in the Gulf of Mexico and in the company's Delaware Basin assets in Texas. The company's net loss amounted to \$1.36 per share and was compared to a profit of \$61 million, or 12 cents per share, for the same period a year ago. Revenue fell from \$2.6 billion last year to \$1.9 billion this year as oil prices, though improved, continue to lag.

Halliburton Co., a Houston-based oilfield services company that operates in Weld County, reported a loss of \$3.2 billion for its second quarter that ended June 30, weighed down by paying a breakup fee of \$3.5 billion for its failed deal to buy competitor Baker Hughes that was estimated to be worth \$35 billion. Halliburton (NYSE: HAL) posted a loss from continuing operations of 14 cents per share, while its revenue dropped from \$5.9 billion in second quarter 2015 to \$3.84 billion in the most recent quarter.

Telecommunications firm **Level 3 Communications Inc.** reported a profit of \$149 million for its second quarter that ended June 30, compared with a loss of \$13 million for the same period a year ago. Broomfield-based Level 3 (Nasdaq: LVT) generated revenue of \$2.06 billion for the quarter, matching the \$2.06 billion generated during the same quarter a year ago. Earnings per share for the quarter was 42 cents, compared with a loss of 4 cents per share for the same quarter a year ago.

Nivalis Therapeutics Inc. (Nasdaq: NVLS), a clinical-stage pharmaceutical company based in Boulder, reported a loss of \$8.5 million, or 55 cents per share, for its second quarter that ended June 30. Nivalis, focused on developing drugs to treat people with cystic fibrosis, did not generate any revenue for the quarter. The company continues to advance the clinical development of the drug cavosonstat. Cash used in operating activities was \$6.5 million during the second quarter and \$13.6 million for the six months year to date. As of June 30, Nivalis had approximately \$74 million in cash and marketable securities. Nivalis has no outstanding debt, and there are 15.5 million shares of common stock issued and outstanding.

Pilgrim's Pride Corp. reported a profit of \$152.9 million for its second quarter that ended June 26, an increase from the \$118.4 million recorded during the first quarter of the year. The Greeley-based chicken producer (Nasdaq: PPC) generated \$2.03 billion in sales for the quarter and earnings per share of 60 cents, both figures down compared with the second quarter of last year when the company posted \$ 2.05 billion in sales and 93 cents per share.

Woodward Inc. posted net income of \$51 million for its third fiscal quarter ending June 30, a boost of \$7 million over the same period a year ago. That was

thanks to a \$12 million increase in earnings for the Fort Collins-based manufacturer's aerospace segment, which offset sales and income declines in Woodward's industrial segment. Woodward (Nasdaq: WWD) makes components and control-system solutions geared toward energy efficiency for the aerospace and industrial markets. The company's third-quarter profit equated to 81 cents per share, up from 66 cents per share a year earlier. Revenue rose 3 percent to \$508 million. Strength in the aerospace segment was attributed mainly to strong defense sales. The segment saw sales increase 7 percent from a year ago to \$309 million. But a declining natural-gas truck market in China helped cause industrial sales to slide 4 percent from last year. Woodward officials reaffirmed guidance for the full 2016 fiscal year, projecting earnings of from \$2.75 to \$2.95 per share.

KUDOS

Tami Spaulding, a broker associate/partner with The Group, Inc. Real Estate, was among 12 women from around Northern Colorado who were honored as a Woman of Vision by the Colorado Women of Influence organization at a gala held July 20. Spaulding also was recognized as a Woman of Inspiration.



SPAULDING

Fort Collins-based **MouCo Cheese Co.** received a silver medal for its camembert and a gold for its Ashley from American Cheese Society judges at their annual conference held July 27-30 in Des Moines, Iowa.

Fort Collins-based **New Belgium Brewing** received platinum certification from the U.S. Zero Waste Business Council for its waste-reduction efforts.

Erik S. and Kristine C. Olson of ServPro of Greater Boulder received the Legend Platinum award for outstanding revenue performance during an awards ceremony at the 47th annual ServPro convention June 26-30 at the MGM Grand in Las Vegas.

MERGERS & ACQUISITIONS

Boulder-based **RockyNet** completed a merger with Louisville-based **Massive Networks**. Financial details of the deal were not available. The combined companies' chief executive, Paul Mako, founded RockyNet in 1996, sold it to Dallas-based Allied Riser Corp. in 2000 and then bought it back in 2001. He said Massive and RockyNet have been working as partner companies for the past few years. He and Massive's main shareholder, Kevin Flake, will continue to own the company in partnership. RockyNet will continue to be the parent company doing business as Massive Networks and will continue to operate its 24/7 technical support — but answering calls as "Massive Networks." The two companies' websites will merge, and all branding will be under the Massive Networks name.

Calgary, Alberta-based oil and natural gas producer **Encana Corp.** (NYSE: ECA) said its wholly owned subsidiary **Encana Oil & Gas Inc.** completed the previously announced sale of assets in the Denver-Julesburg Basin to **Crestone Peak Resources** for approximately \$900 million. Crestone Peak is the new name for the joint venture between Denver-based **The Broe Group** and the **Canada Pension Plan Investment Board**. The Broe Group, whose Great Western Oil & Gas Co. is a significant player in Northern Colorado, owns 5 percent of the new entity, while CPPIB owns 95 percent. Encana's holdings in the Denver-Julesburg Basin, which is mostly in Northern Colorado, included 51,000 net acres and more than 1,600 wells that produced an average of 52 million cubic feet of natural gas and 14,800 barrels of crude oil and natural gas liquids per day during the first half of the year. Estimated proved reserves at the end of 2014 were 96.8 million barrels of oil.

The **Downtown Loveland Association** is being integrated into the **Loveland Downtown Partnership** to form a business advocacy and advisory group within the partnership. The new **LDP Business Alliance** will focus on collaborative marketing and downtown business advocacy.

Kansas-based **Sunflower Financial Inc.** and Texas-based **Strategic Growth Bancorp Inc.** said the two

BRIEF CASE

bank-holding companies plan to merge, forming the third-largest Colorado-headquartered banking institution by total assets. Last year, Sunflower Financial and Denver-based First Western Financial Inc., called off a merger a day after the Colorado Division of Banking approved the merger. The new company, yet to be named, will have approximately \$4 billion in banking assets with approximately \$3 billion in both net loans and deposits, creating a super-community bank with a footprint exceeding 60 offices in Colorado, Kansas, Missouri, New Mexico and Texas. The corporate headquarters for the combined company will be in Denver with office functions remaining in Salina, Kan., New Mexico and Texas.

Datavail Corp., a provider of managed services for data and database administration, acquired **Art of BI Software**, an Oracle analytics consulting company. Financial terms of the deal were not disclosed. In addition to consulting expertise, the acquisition brings to Broomfield-based Datavail a range of software products that will expand Datavail's expertise in the Oracle Business Intelligence Enterprise Edition platform and Hyperion, a management software acquired by Oracle in 2007.

Carlton-Harvey Group, a Georgia-based private-equity firm, acquired a majority stake in Fort Collins medical-device startup **Firefly Medical Inc.**, as the latter aims to significantly scale up sales. Carlton-Harvey invested \$2.5 million in Firefly, according to

a recent regulatory filing. Firefly, 320 E. Vine Drive, will keep its branding, and all eight employees who were with the company prior to the CHG investment will remain.

OPENINGS

A teahouse familiar to downtown shoppers and a high-end furniture store are joining a pair of pet-related stores as the newest tenants at the Front Range Village shopping center in Fort Collins. The new retailers to arrive at various times between now and into the fall include: **Happy Lucky's Teahouse**, which has a location downtown; **HW Home**, the furniture store; **Bentley's Pet Stuff Boutique**, which opened this week; and **Pet Supplies Plus**.

Boulder Community Health on Monday opened an urgent-care center in Gunbarrel. The Boulder-based hospital's **BCH Urgent Care** center, at 6685 Gunpark Drive East, Suite 102, will treat patients from 7 a.m. to 9 p.m., seven days a week, 365 days a year. Patients are seen on a walk-in basis, with no appointment required.

Tanya Kensley opened a clinic in Fort Collins that provides screening, diagnosis and treatment options for people infested with head lice. Kensley's **Lice Clinics of America** clinic, at 1501 S. Lemay Ave., Suite 205, is open seven days a week by appointment.

Theater, from 6

Leap No. 2 was the provocatively titled “Cock.” Mounted in ArtLab Fort Collins, a storefront art space, “Cock” is a twist on the classic boy-meets-girl story. In this play, written by Mike Bartlett, boy leaves boyfriend; boy meets girl; boy and girl fall in love; and boy must decide with whom to walk off into the sunset. (Spoiler: somebody leaves in tears.)

The set Huelshorst designed was minimalistic. Stacked sandbags were laid out in a circle, creating a cock-fighting ring, where the players circled warily — sizing each other up, assessing the competition, with the audience seated on all four sides of the stage. With only 50 seats per performance, the audience's experience was as intimate as the story line.

In a community that has its share of theater companies, with longstanding players OpenStage and Bas Bleu having starring roles, is there room for another cast member?

“Absolutely,” said Huelshorst. “PopUp is not trying to fit into the same space as the more traditional theater companies. That’s just not who we are. We’re pushing the art form to different places; almost like exploring these new, undiscovered lands, and we’re bringing the audience with us.”

PopUp's next production, to open Aug. 19, is an interpretation of the classic Peter Pan story. "Peter/Wendy," written by playwright Jeremy Bloom, explores the darker themes of the J.M. Barrie novel. Presented in the Merchant Room, an attic space above Walnut Creek at 222 Walnut St. in Old Town Fort Collins, the low-tech production relies on a whimsical bed as its only set dressing and acts as Captain Hook's pirate ship and Mermaid Rock. Sound and music are designed by D.J. Avalon.

A Director's Dinner on Aug. 20, featuring sophisticated versions of children's favorite foods —elks in a blan-

“We’re pushing the art form to different places; almost like exploring these new, undiscovered lands, and we’re bringing the audience with us.”

Christopher Huelshorst, founder and
executive artistic director
PopUp Theatre

ket, a grown-up mac and cheese and themed cocktails curated especially for the event — will be PopUp's first venture into the fundraising arena. The organization currently is pursuing nonprofit status.

In a city with a population numbering nearly 160,000, Fort Collins is home to several theater companies. In addition to OpenStage and Bas Bleu, both of which have established seasons of several productions each, there is Fort Collins Children's Theatre, Midtown Arts Center, Encore! Encore!, Debut Theatre and Foothills Civic Theatre. Colorado State University and the University of Northern Colorado mount several student productions every academic year. Farther south, Loveland boasts Loveland Stage Company and Loveland Community Theatre.

According to a report generated by Colorado Creative Industries, Larimer County cultural nonprofit organizations saw revenues of \$12.7 million in 2014. November's ballot will include a proposed tenth-of-a-percent sales tax earmarked to fund a countywide Scientific and Cultural Facilities District, projected to raise \$6.6 million in its first year if it is passed by voters.

NONPROFIT NETWORK

GRANTS

The Fort Collins-based **Bohemian Foundation's Pharos Fund** is accepting applications for the fall grant round. Applicants either must be a 501(c)(3) organization or a governmental unit serving a charitable purpose. Private foundations, type III non-functionally-integrated supporting organizations, and programs and projects under fiscal sponsorship are ineligible to apply to Pharos Fund. Applicants must provide services within Poudre School District boundary. They don't need to be headquartered in Fort Collins to receive funding, but they must serve clients within the school district. Bohemian will accept applications until 11:59 p.m. Sept. 8. To apply, visit www.bohemianfoundation.org/pharos-apply.

A couple in California has given a \$1 million gift to the **University of Colorado's BioFrontiers In-**

stitute in Boulder to establish a fund for graduate students participating in an interdisciplinary bioscience program. **John F. Milligan and Kathryn Bradford-Milligan's** gift will start the Olke C. Uhlenbeck Endowed Graduate Fund that will support first-year grad students pursuing doctorates in one of nine academic departments and includes additional coursework in interdisciplinary bioscience. The fellowship is intended to fund each recipient for a two-year period for roughly \$55,000 and is expected to be awarded every other year beginning this fall.

Fort Collins-based **Meyer and Associates at Re/Max Alliance** contributed \$675,000 to **Fort Collins Habitat for Humanity** and **Children's Miracle Network** as part of the firm's annual "Make a Difference" client-directed charitable donation program.

BizWest
BOULDER VALLEY NORTHERN COLORADO

POWER BREAKFAST

**COLORADO
OUTDOOR INDUSTRY**

Save the Date!

The Challenge of Ogden ... and Portland and Austin and ...

Boulder and Colorado face an increasing challenge from other communities seeking to become the dominant hubs of the outdoor industry. As Ogden, Portland and other communities have become more aggressive at recruitment of outdoor companies, what can Boulder, Fort Collins and other communities do to maintain and grow their outdoor sectors, and what can the state of Colorado do to support the industry?

September 21, 2016

7:30 – 9:30

Hotel Boulderado, 2115 13th St, Boulder, CO 80302

Join BizWest at a fact-filled and educational event with insights and new perspectives on one of the state's most important, yet at risk, economic drivers.

Network with others involved in the Outdoors Recreation Industry,

Make Connections – Generate Leads

Did You Know?

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TIME OUT



COURTESY GREELEY CHAMBER OF COMMERCE

Weld County Fair royalty joins the Greeley Chamber of Commerce for breakfast at a July 13 Business Before Hours event hosted by the Poudre Learning Center in Greeley. From left are princess Alaina Endreson, fair queen Brook Mercer and princess Lily Helzer. The Weld County Fair will be held July 27-Aug. 1.



COURTESY GREELEY CHAMBER OF COMMERCE

From left, Susan Olson of iMessage and Hayley Hermstad of Office Scapes meet Jennifer Rocha of Teletech at a July 14 Greeley Young Professionals event hosted by Autotailor.



COURTESY BRINKMAN PARTNERS

From left, Josh Guernsey of Brinkman Partners, Fort Collins City Manager Darin Atteberry, Brian Stahl of Stahl Inc., Kevin Brinkman of Brinkman Partners, Fort Collins Mayor Wade Troxell, and Jay Hardy and Todd Parker of Brinkman Partners participate in a June 30 groundbreaking for the new Harmony Commons development at the southeast corner of Lady Moon Drive and Harmony Road in Fort Collins.



COURTESY WELLINGTON AREA CHAMBER OF COMMERCE

Westgate at Wellington Pointe is welcomed with a July 12 ribbon-cutting ceremony presented by the Wellington Area Chamber of Commerce.



COURTESY FORT COLLINS AREA CHAMBER OF COMMERCE

From left, Stacy Scott, Jennifer Harms and Marcella Polle preside at a July 28 red-carpet reception for Harms' new Allstate Insurance office at 1008 Driftwood Drive, Suite B, in Fort Collins.

Email your event photos to:
Dallas Heltzell, dheltzell@bizwestmedia.com.
Include complete identification of individuals.

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Accounting

Melissa Bigler | Promotion Anderson & Whitney, P.C.
Melissa Bigler, CPA, CFE, has been promoted to shareholder at Anderson & Whitney, P.C. A graduate of the University of Northern Colorado, Melissa has provided financial and compliance audit services for a variety of clients for over thirteen years. In addition to being a CPA, Melissa is a Certified Fraud Examiner, which is specialization for performing forensic accounting. Melissa enjoys quality time with family and friends, paper crafting and taking lots of pictures.

Banking/Finance

Kelly Cochran | Accreditation received Merrill Lynch
Kelly Cochran, Financial Advisor at Merrill Lynch has recently achieved the CERTIFIED FINANCIAL PLANNER™ certification. Ms. Cochran is a partner in The Fredrickson-Cochran Group in Boulder and joins her partner, Marilyn Fredrickson as a CFP® professional.

Law

Kathleen T. Alt | Promotion Berg Hill Greenleaf Ruscitti LLP
Berg Hill Greenleaf Ruscitti LLP is pleased to announce the election of Kathleen T. Alt to the firm's Management Committee, effective June 1, 2016. She will continue her work in state and federal courts as an experienced litigator and trial attorney. "Kathleen's dedication to her clients, as well as her superior performance is unmatched, and we could not be more pleased to have her on the Committee," com-



BIGLER



COCHRAN



ALT



DUVALL



FRIEDBERG



BUIST



DERN



CHRISTENSEN

mented Giovanni Ruscitti, BHGR's Managing Partner. For more information, visit bhgrlaw.com.

Jody Duvall | New hire Cline Williams Wright Johnson & Oldfather, LLP
Cline Williams Wright Johnson & Oldfather, L.L.P. is pleased to announce the addition of Jody N. Duvall. Jody N. Duvall joined the firm in February 2016. His practice focuses on labor disputes and labor relations. He represents employers in all stages of litigation before federal and state trial and appellate courts, the National Labor Relations Board and other state and federal administrative agencies in mediation and arbitration.

Alan Friedberg | Promotion Berg Hill Greenleaf Ruscitti LLP
Alan C. Friedberg has become a Partner of Berg Hill Greenleaf Ruscitti LLP, effective June 1st, 2016. He brings a wealth of experience to the Partner team

and will continue to concentrate his litigation practice in the commercial area including securities, business disputes, real estate matters, insurance, and professional liability cases. To learn more about Mr. Friedberg, please visit bhgrlaw.com.

Professional Services

David Buist | Promotion PWC
David Buist has been admitted to PwC's partnership as Assurance partner focusing on Consumer & Industrial Products and Services / Energy. He has been with the firm for the past 13 years. Prior to transferring to Denver, David started his career in PwC's Johannesburg, South Africa office where he spent three years and was qualified as a Chartered Accountant. David has over a decade of experience working with Fortune 500 and other mining clients. His recent experiences include assisting clients to

access the capital markets through providing road-map and internal controls advice on IPOs, including cross border offerings, debt and equity offerings.

Jeanette Dern | Promotion PWC
Jeanette Dern has been admitted to PwC's partnership as Assurance partner focusing on Consumer & Industrial Products and Services / Industrial Products. She has over 15 years of experience serving multi-national public and private clients, including those reporting under US GAAP and IFRS. Jeanette has previously been part of PwC's US National office, where she was involved in advising and presenting on technical accounting issues from a US GAAP and IFRS perspective primarily focused on accounting for business combinations and impairments. Prior to joining PwC's US National Office, Jeanette spent over four years in PwC's London office providing ongoing consultation support to companies regarding US GAAP, IFRS and SEC reporting requirements. Jeanette started her career as an auditor in PwC's Denver, Colorado office. She is a licensed CPA in the state of Colorado and a member of the AICPA.

Real Estate

Chase Christensen | New hire Cushman and Wakefield
Chase Christensen Joins Cushman & Wakefield; Fort Collins Office Strengthens Brokerage Team. Cushman & Wakefield, the largest commercial real estate provider in Larimer and Weld County, announced Chase Christensen has joined the firm's Fort Collins office as an Associate Broker. "We're thrilled to add such a bright young man to our team," said Greg Morris, Managing Principal. "Chase brings with him several new marketing assignments that we are excited to add to our expansive existing portfolio in Northern Colorado."



Suit Your Schedule - Boulder's Rotary Clubs:

- Boulder Rotary Club - meets Friday 12:10 pm
- Boulder Flatirons Rotary Club - meets Wednesday 7:15 am
- Boulder Valley Rotary Club - meets Tuesday noon
- Rotary Club of Niwot - meets Thursday 7:10 am

Satellites:

- For Young Professionals:** BNGRC - Boulder New Generations Rotary Club, meets 1st & 3rd Tuesdays 7 pm
- For Busy People with kids:** BRC.Roots - meets 2nd & 4th Thursday at 7:30 am
- For Louisville Professionals:** Coal Creek - meets 1st & 3rd Thursday's noon

Rotary eClubOne - meets anytime you go online
Locations and details: BoulderAreaRotary.org

- Boulder Valley Rotary Club
- Boulder Rotary Club
- Rotary Club of Niwot
- Boulder Flatirons Rotary Club

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CEO Roundtable

Ag CEOs: Industry must overcome public perceptions

Participants in the July 12, 2016 CEO Roundtable on agriculture included, from left, **Russ Henninger**, Hub International; **Chris Otto**, EKS&H; **Bob Brown**, CFO, Dairy Specialists LLC; **Richard Seaworth**, owner, Seaworth Farms; **Gina Cathcart**, EKS&H; **Travis Bahnsen**, CFO, A-1 Organics; **Bill Markham**, owner, M&M Farms; **Mark Sponsler**, CEO, Colorado Corn; **Eugene Kelly**, professor/head of the Department of Soil and Crop Sciences, Colorado State University; **Tim Naylor**, planning and government relations manager, AgProfessionals; **Jason Brancel**, president/CEO, Agfinity Inc.; **Kevin Buecher**, Sales, Colorado Hemp Co.

Sponsored by accounting firm EKS&H LLLP and the insurance company HUB International Insurance.
Go to www.bizwest.com/ceo-roundtable for details.



For more information about the CEO Roundtable contact Sandy Powell at 303-630-1954 or spowell@bizwestmedia.com

BW REAL DEALS



COURTESY RUSSELL + MILLS STUDIOS

An architectural site plan shows the layout for Spirit Hospitality's Staybridge Suites in Fort Collins. The extended-stay hotel would be at 301 E. Lincoln Ave., nestled between Woodward Inc.'s new tech campus and In-Situ Inc.'s manufacturing facility. Note: this rendering has the direction north pointing to the left.

Three hotels on drawing board

By Doug Storum
dstorum@bizwestmedia.com

In the past three weeks, developers have submitted plans in Broomfield, Greeley and Fort Collins for three hotels with a total of 426 rooms.

Spirit Hospitality LLC, a hotel development and management firm in Fort Collins, has submitted preliminary plans to the city of Fort Collins to build a Staybridge Suites extended-stay hotel next to Woodward Inc.'s new campus in north Fort Collins.

The three-story, 104-room extended-stay hotel would be constructed on a 3.9-acre site at 301 E. Lincoln Ave. that currently is owned by HCC Holdings LLP, an entity registered to Rodney Rice, who owns Hydro Construction Co. Inc., which currently occupies the site.

Approximately one-half acre will be purchased from Woodward to allow for a secondary access point from East Lincoln and parking on the east side of the property, according to documents submitted to the planning department.

Spirit Hospitality officials on Thursday declined to comment on the proposed project. They are scheduled to meet with the city's planning department Aug. 3 to review the plan.

Documents indicate that the two buildings on the site will be demolished to make way for the hotel. Rice did not return a message requesting comment.

The units would be a variety of studio-type rooms, one-bedroom and two-bedrooms. A large meeting area, indoor bike parking and repair rooms, and an indoor pool are planned. Outdoor spaces will provide for guest use of gas fire pits, arbors and patio tables.

Surface parking will be provided for guests and staff.

The main building will be constructed in a horseshoe shape. The single-story pool building will be

attached to the building on the southwest corner.

The design of the hotel is being handled by Denver-based Studio PBA. It will be contemporary, tying into elements from the surrounding buildings: Woodward to the east, In-Situ Inc. to the west, and Odell Brewing Co. on the north side of East Lincoln Avenue.

A buffer that averages about 300 feet will separate Staybridge Suites from the Poudre River. The south portion of the site will be seeded and planted with plants to blend and enhance the buffer along the river.

This would make Spirit Hospitality's 12th hotel, five of which are in the planning stages or under construction.

Spirit, led by Bill Albrecht, is building a Fairfield Inn & Suites at Harmony Commons in Southeast Fort Collins, a Candlewood Suites and a Comfort Suites in Thornton, and a Comfort Suites in Johnstown.

Residence Inn for Greeley

Insignia Hospitality Group of Midland, Texas has submitted plans with the city of Greeley's planning department to build a four-story, 110-room Residence Inn by Marriott at the former site of a Carmike Theater in Greeley.

The group, through Greeley RI Development LP, purchased the 4.3-acre site at 2495 W. 28th St. off U.S. Highway 34 from Carmike Cinemas Inc. for \$1.1 million in January 2015 and subsequently demolished the theater.

Rachel Overman, Insignia's vice president of business development, said the hotel is scheduled to open during the first quarter of 2017.

"Right now, we are going back and forth with the city on design drawings," she said.

The extended-stay hotel will have four levels of guest rooms, a pool

house, a gate house containing a meeting room with a bar, patio lounge and other amenities.

Each guestroom will have bedroom(s), bathroom(s), a living space and a limited space for cooking.

Insignia owns and operates 19 hotels in Texas and New Mexico, with this Residence Inn being its first in Colorado. The company has two hotels under construction in Texas that are expected to open this year.

212 rooms in Broomfield

A Dallas hotel-development firm has broken ground on a dual-branded Residence Inn and Fairfield Inn & Suites in Broomfield that it hopes to have open by August or September of next year.

The 212-room hotel will sit on a 4.6-acre site at 455 Zang St., just south of West Flatiron Crossing Drive.

Jeff Blackman, who founded Bedford Lodging in 2013, said the Broomfield hotel will include 122 extended-stay units on the Residence Inn side and 90 rooms on the Fairfield side. The two brands will share a centralized lobby bar, library lounge, theater room, fitness center and swimming pool. Bedford will contract with Aimbridge Hospitality to manage the hotel.

The hotel is the first for Bedford in Colorado, which is developing or has built three in Texas and another on the way in Northern California. But Blackman said he's hoping to expand the footprint in the Denver metro area and, possibly, Fort Collins.

"I've been watching (the U.S. Highway 36) corridor for a long time," Blackman said. "The hotels along there have done well and really started doing much better three or four years ago. I like the population growth and job growth in the corridor."

Blackman declined to disclose the projected project cost for the hotel.

PROPERTYLINE

Salvage yard expanding

GREELEY — Andersen's Sales & Salvage Inc., a metal shredding and recycling company, is planning an expansion that includes constructing two buildings at its facility in Greeley.

The family-owned business operates at 1490 E. Eighth St. on 38 acres owned by KS Properties LLC, one mile east of U.S. Highway 85. Andersen's has been serving the Northern Colorado area since 1959.

According to documents filed with the city, the company wants to construct a 46-foot tall, 30,000-square-foot building with a 24,000-square-foot canopy that would house new and advancing technologies and materials for sorting and separation. It also wants to build a 4,800-square-foot maintenance shop.

The company recycles vehicles, farm equipment, scrap iron, copper, stainless steel, aluminum, brass, lead, radiators, lead/acid core batteries, household appliances, aluminum cans and catalytic converters.

Colorado Premium adding space

GREELEY — Colorado Premium Foods is planning to add 18,000 square feet of office and refrigerated storage space at its meat-processing and packing plant in Greeley.

The Greeley-based company has submitted preliminary designs to the city's planning department for additions to its headquarters at 2035 2nd Ave. in the Greeley Industrial Park.

Colorado Premium Foods plans to add additional refrigerated storage space, six shipping and receiving docks, about 2,300 square feet of office space and a new upgraded 3,400-square-foot employee cafeteria.

CPF's facility in Greeley, where it employs about 250 people, currently has a refrigerated cooler that can store approximately 600,000 pounds of product. During its peak season that runs from July through March, the company is forced to load products into external refrigerated trailers due to exceeding the current product-storage capacity. The new addition was designed by Schneider Structural Engineering Inc. of Omaha, Neb.

Colorado Premium was founded in 1998 by former Con-Agra/Monfort executives Don Babcock and Kevin LaFleur. It serves retailers, restaurant chains and private labels.

Pacific Auction sells property

LONGMONT — Pacific Auction Cos., a staple in Longmont since 1976, is exploring multiple options for a move after recently selling its property at 1330 Main St. to the owners of Victory Motors of Colorado across the street.

O.J. Pratt, who has owned Pacific Auctions since 1984, said his company will remain at the site through the end of the year. He said he's unsure yet whether the business — which focuses primarily on estate sales locally and has an auto auction in Commerce City — would remain in Longmont or leave the city limits.

He said the need for more space and a site with lower property taxes were big drivers in the move. He said the nature of his business requires wide-open spaces more than it does the Main Street visibility.

"We've got multiple options that we're looking at, and we just haven't firmed up what we're doing yet," Pratt said. "We came up with a buyer that needed our property worse than we did."

The entity 1330 Main LLC, formed by Victory's Josey Conn, paid Pacific \$2.05 million for the property, which Pacific purchased in 2011 for \$1.1 million. The site was the former home to Hajek Chevrolet, but sat vacant for years before Pacific bought it.

Got TIF, PIF or RSF? How public-financing mechanisms work

Tax Increment Financing, Public Improvement Fees and Retail Sales Fees are important and necessary tools to aid and encourage development and redevelopment of communities throughout Northern Colorado. In the current environment of rising construction costs and city-imposed fees, most projects wouldn't be economically feasible without the assistance of public finance methods generated by local governments and/or retail consumers. Furthermore, these tools utilized by businesses and developers allow local governments and authorities to focus development and redevelopment on areas that need it most.

The Urban Renewal Authority and Downtown Development Authority are quasi-governmental bodies responsible for identifying specific areas of focus for development and redevelopment. Particularly in Fort Collins, the primary tool of the URA and DDA is Tax Increment Financing. TIF, introduced in the 1950s, is authorized at the state level and administered by local governments. The additionally generated revenue is used to encourage development and redevelopment investments.



COMMERCIAL REAL ESTATE
JOSH GUERNSEY AND JAKE ARNOLD

Essentially, new development raises property values in a given area and instead of the city simply realizing 100 percent of the increase in tax revenue, they divide this "increment" into two streams. One continues to go to the city as it had before while the other is diverted to help pay for a portion of the development or redevelopment. These additional revenues help close feasibility gaps and are responsible for much of the revitalization seen over recent years throughout communities in Northern Colorado.

Public Improvement Fees and Retail Sale Fees are additional tools used by developers to pay for on-site public improvements and maintenance within a development or redevelopment project. These revenue-generating tools usually are seen on new developments and are collected

from the consumer at the point of sale. The revenue is used to pay for the common, or publicly used, areas of a development project.

When talking about sales taxes, TIF, PIF and RSF, it is important to note the difference between a "fee" and a "tax". In the situation of PIF and RSF, the "fee" revenue is directly applied to the cost of providing that service or amenity. Taxes, on the other hand, are in place to raise "general purpose revenues" and may be unrelated to the particular good or service it is applied to. PIFs are collected by a special district or a local government and funneled back to the developer or owner. RSFs are collected privately by the developer and used for the same reasons.


In projects where PIF and RSF are collected by retailers, customers are advised on all advertising including print, radio and television that prices are subject to state and local taxes and fees. The RSF also is required to appear on the register receipt as a separate line item from sales tax. PIF and RSF fees are generally insignificant to the consumer, usually amounting to 1 percent or less.

In a world of confusing public financing acronyms, these fees and

"In the current environment of rising construction costs and city-imposed fees, most projects wouldn't be economically feasible without the assistance of public finance methods generated by local governments and/or retail consumers."


taxes can be lost on a consumer. However, these tools make it possible for the developer to create and maintain a more attractive and quality public space in which the consumer shares a small portion of the cost while reaping a significant benefit through the end product.

Jake Arnold and Joshua Guernsey are commercial real estate brokers with Brinkman Partners in Fort Collins.





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BW S T A R T U P S


COURTESY KIMBERLY WOLFF PHOTOGRAPHY

From left, Greg Greenwood, executive director, Blackstone Entrepreneurs Network; Amy Stursberg, executive director, Blackstone Charitable Foundation; Brad Feld, managing director, Foundry Group; and Phil Weiser, executive director, Silicon Flatirons Center for Law, Technology and Entrepreneurship.

Feld's \$100,000 gift kicks off entrepreneurs-network campaign

By Doug Storum
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BOULDER — Brad Feld, a national venture capital investor, entrepreneur and philanthropist, has committed \$100,000 to kick off the Blackstone Entrepreneurs Network Colorado's new capital campaign.

The network is designed to support entrepreneurs, create jobs and stimulate economic growth in targeted regions of the country by leveraging the resources and intellectual capital of the Blackstone Group, a global investment firm based in New York.

Feld is a resident of Boulder, a man-

Online

Learn more at www.bencolorado.org

aging director of the Boulder-based investment firm Foundry Group and a co-founder of Techstars, a national accelerator program for startups founded in Boulder that has its own investment arm.

BEN Colorado, formed in 2014, is funded by a \$3 million gift to the University of Colorado Boulder, part of a three-year grant from the Blackstone Charitable Foundation. BEN Colorado is hosted at CU's Silicon Flatirons Cen-

ter for Law, Technology and Entrepreneurship.

Blackstone identified Colorado as a vibrant entrepreneurial region needing better connections between its various high-growth industries and geographies. The current network of BEN Colorado's 70 companies employed more than 6,000 people and generated more than \$1.4 billion in revenue last year.

"BEN Colorado exemplifies the transformation that can happen when local communities collaborate to tackle big problems," said Steve Schwarzman, chairman, chief executive and co-founder of Blackstone. "Brad Feld shares Blackstone's mis-

sion, and we thank him for his tireless efforts helping entrepreneurs build the innovative, successful companies Colorado needs to ensure future growth."

Amy Stursberg, executive director of the Blackstone Charitable Foundation, said Feld has been an advocate of the BEN Colorado program since its inception, and this gift is the cornerstone in a campaign that will develop a sustainable program in support of furthering entrepreneurship and job growth in Colorado.

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Colorado's new-business filings decline in 2nd quarter

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The number of new business-entity filings and existing-entity renewals in Colorado declined from the first quarter to the second, but was still up versus the second quarter of 2015.

That's according to the latest Quarterly Business and Economic Indicators Report released July 21 by Colorado Secretary of State Wayne Williams. The report is compiled by the University of Colorado Boulder business school's Business Research Division using data from the state's business registry.

Colorado saw 28,074 new business entities file with the Secretary of State's office during the second quarter, down from the first quarter but up 7.6 percent over the same period a year earlier. The 106,225 new entity filings for the 12 months ending in June marked a 1 percent increase over the

12 months prior.

As for renewals, they hit 119,132 in the second quarter, up 9.5 percent over a year earlier.

The state finished the second quarter with 610,047 total entities in good standing, a 5.1 percent boost over a year ago.

Brokers say large-tenant shuffle softening downtown Boulder real estate market

By BizWest staff

BOULDER — The commercial real estate market in downtown Boulder has softened in the last few months as large tenants have announced they are moving and new office space is being built.

With recent announcements of SendGrid, Twitter and Solid Fire vacating space downtown or moving within Boulder, the sublease market just got bigger, and with an estimated 235,000 square feet of office product in the pipeline, it could become a short-term renter's market.

Send Grid is moving to Denver, Twitter Communications is moving a couple of blocks from 11th and Walnut to 13th and Walnut to the Wencel Building, doubling its space, and Solid Fire is consolidating four separate offices east of the Pearl St. Mall to Pearl West, a new mixed-use building at 11th and Pearl streets finishing up construction.

How much lease rates will be affected depends at what rate this new found space, mostly through companies that are moving out or consolidating space, will be absorbed.

"We know it's coming, but we won't get a good handle on this until the first quarter of 2017," said Becky Callan Gamble, president of Dean Callan & Co. Inc., and one of the dozen real estate brokers who participated Tuesday in BizWest's CEO Roundtable on Real Estate & Development.

Gamble estimated that lease rates in downtown Boulder are ranging between \$25 to \$36 per square foot triple net.

Jeff Wingert, a partner at W.W. Reynolds Cos., said about 2 percent of downtown space is available through sub-leasing, space that is under contract with "older, lower rates."

There also is several hundred thousand square feet of new construction and renovated office space in the pipeline. Wingert said the new product likely will lease in the mid-\$30 per square foot range.

Tech companies wanting to be in the heart of Boulder, are capable of paying the rates, but whether they will stay in one place seems to be the big question.

"Tech companies don't know what they will do beyond eight months," said Lou DellaCava, owner of LJD Enterprises, who is leasing a building to Google at Pearl and 28th streets. Google hasn't said if it will continue to lease there after it moves in fall 2017 into a 300,000-square-foot campus under construction at the southwest corner of Pearl and 30th streets.

Stephen Tebo, chief executive of Tebo Properties, said that continued raising of taxes in Boulder drives high rates. "We've had more push-back than ever before (from tenants) because of higher taxes in Boulder," he said.

Industrial space

Steve Eaton, vice president of Texas-based Goff Capital Partners, which owns 16 buildings and 700,000 square feet of space in Flatiron Park in east Boulder, said the park is shifting from low to high density units, with smaller companies making the move there from downtown Boulder.

Goff Capital also owns a large portion of The Campus at Longmont, where Eaton said larger spaces are attracting research and development-based companies.

"Longmont is affordable, and it's a great place to live. It is a good market for us."

The Colorado Technology Center in Louisville is another attractive location, said Paul Kresge, vice president and broker associate of Vista Commercial Advisors Inc. He said industrial space goes for about \$9 per square foot.

DellaCava said industrial properties in Boulder are shifting in purpose.

"Small manufacturers need stability and need to pay only 10 percent of their revenue on rent. They can't afford it here (Boulder)."

Keith Burden, president of Burden Inc., said companies are taking a good educated look at Longmont.

Retail

Allen Ginsborg, managing director and principal of NewMark Merrill Mountain States, explained the food-heavy mix of tenants at his new Village at the Peaks outdoor shopping center in Longmont that replaced the Twin Peaks Mall, an indoor center.

"Food is a big piece of Gen Y spending," he said, adding that he is "astounded by the sales numbers in Longmont." He addressed the lack of clothing stores saying that the fashion industry has suffered the most in the age of online sales. "Companies are either disappearing, consolidating or recapitalizing," he said.

Housing

Jim Loftus, owner of Loftus Developments Inc., said the uptick in apartment construction will "be strong through 2018, after that we'll see. If it's on the drawing board now, build it quickly."

Developers agreed that the city of Boulder's time-consuming approval process and demands can cost money, stretching out timelines while construction costs increase. "Construction costs have been increasing at a rate of 1 percent per month for quite a while," Tebo said.

Chris Jacobs, a partner of Element Properties, said they intentionally designed S'Park, a mixed-use project, to meet all of the city's vision for the Transit Village area Element is building in. S'Park met the city's requirements for density, and a combination affordable housing and market-rate pricing. "We came up with elements that would be approved. It was more complicated,

but it met all values named in the Transit Village plan and the planning board approved it 7-0."

Steve Erickson, chief investment officer and equity principal for Boulder Creek Neighborhoods, said the builder has created a new product to meet the needs of empty nesters looking to downsize and also pay less.

The Wee-Cottage is a home that is about 900 to 1,100 square feet of living space but has quality amenities at a lower price point.

Erickson said the company is find-

ing interest is increasing for its homes in Longmont and Erie.

D.B. Wilson, managing broker of Re/Max of Boulder, said Boulder is ending the current period of fast appreciation of home values, that have soared in recent years.

"There isn't much to buy here (Boulder). We had a listing with 76 offers. We've lost the low-end market in Boulder ... Longmont is your best shot now," he said. People are looking to Larimer, Weld and Denver counties because they can get "more house for the price."

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BW ECONOWATCH

Construction spending keeps declining in U.S.

Most segments still ahead of 2015 rate

By Doug Storum
dstorum@bizwestmedia.com

Construction spending nationwide decreased in June for the third month in a row, but most segments posted solid increases in the first half of 2016 compared with the same period in 2015, according to an analysis released Aug. 1 by the Associated General Contractors of America.

Association officials said spending appears to have leveled off after a strong early start to the year prompted by mild winter weather conditions in many parts of the country.

“The drop in construction spending over the past three months is probably more a reflection of the very strong gains posted early in the year than of cooling demand for construction,” said Ken Simonson, the association’s chief economist. “Nearly every major segment had first-half gains of more than five percent compared with a year ago. Contractors, surveys and the media all continue to report plenty of projects are starting or will soon.”

Association contractors continue to report strong demand in many parts of the country and appear to continue to struggle to find enough

“Nearly every major segment had first-half gains of more than five percent compared with a year ago.”

Ken Simonson, economist

workers to keep pace with demand for construction. They urged Congress to act on legislation to reform and boost funding for career and technical education, known as the Perkins Act, as quickly as possible.

“We continue to worry that the slowdown in hiring and spending has more to do with the fact contractors don’t have enough workers than the fact there isn’t enough work out there,” said Stephen E. Sandherr, the association’s chief executive officer.

Construction spending in June totaled \$1.134 trillion at a seasonally adjusted annual rate, 0.6 percent lower than the May total, Simonson said. He said the year-to-date increase of 6.2 percent for January through June 2016, compared with the same months of 2015, provides a truer picture of the industry’s condition.

Private residential spending was virtually unchanged for the second month in a row and 7.8 percent higher year-to-date. Spending on multifam-

ily residential construction slid 1.5 percent for the month but soared 22 percent year-to-date, while single-family spending fell 0.4 percent from May to June but rose 11 percent year-to-date.

Private nonresidential construction spending decreased 1.3 percent for the month but climbed 7.9 percent year-to-date. The largest private nonresidential segment in June was power construction, including oil and gas pipelines, which slipped 0.7 percent for the month but rose 8.2 percent year-to-date. The next-largest segment, manufacturing, lost 4.5 percent for the month and 2.7 percent year-to-date. Commercial — retail, warehouse and farm — construction declined 1.6 percent in June but climbed 8.6 percent year-to-date.

Public construction spending declined 0.6 percent from a month before but was still up 1.5 percent for the first five months of 2016 combined. The biggest public segment — highway and street construction — shrank by 1.4 percent for the month but was up 3.9 percent year-to-date. The other major public category — educational construction — dipped by 0.5 percent in June but gained 5.9 percent for the combined January-June period.

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Unemployment rose across region in June

By Joshua Lindenstien
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Unemployment rates across the region ticked upward from May to June, with Weld County seeing an increase of six-tenths of a percentage point.

The latest figures come from the Colorado Department of Labor and Employment’s monthly report, which was released July 22. The report measures unemployment rates through a survey of households, while the total number of jobs in the state is measured through a survey of business establishments.

Weld County’s unemployment rate in June was 4.2 percent, up from 3.6 percent in May, though it was still slightly below the mark of 4.3 percent in June of 2015. The county had 145,865 people employed and 6,404

looking for work.

The unemployment rates in Boulder and Broomfield counties both increased by half a percentage point from May to June, while the rate in Larimer rose four-tenths of a point.

Boulder’s unemployment rate was 3.4 percent in June, down from 3.5 percent a year earlier. The county had 175,230 people employed and 6,203 seeking work.

Larimer mirrored Boulder at 3.4 percent, down one-tenth of a point from last year. The county had 6,426 people looking for jobs and 180,894 employed.

In Broomfield County, June’s jobless rate hit 3.6 percent, even with a year ago. The county had 34,582 people employed and 1,297 out of jobs.

Colorado as a whole also saw unemployment rise from May to June, from 3.3 percent to 3.7 percent.

The state added 5,000 nonfarm payroll jobs during the month, bringing the state’s total to 2,598,700. The private sector gained 5,100 jobs, led by construction, professional and business services, and trade, transportation and utilities. The largest private-sector decline came in leisure and hospitality. The government sector, meanwhile, lost 100 jobs.

The state’s June unemployment rate was still two-tenths of a point lower than last year.

Nationally, unemployment hit 4.9 percent, up two-tenths of a point from May but down four-tenths of a point from last year.

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THE TICKER

Little near-term growth seen in energy sector

LOVELAND — Northern Colorado’s energy sector has taken hard hits from declining energy prices, and only modest improvements are expected in prices in the next couple of years. That was the message on July 20 from Brian Lewandowski, associate director of the Business Research Division at the University of Colorado Boulder Leeds School of Business, and John Harpole, president of Mercator Energy LLC, a Littleton-based energy services company. The two presented an “Economic Report Card” for the energy sector during the opening session of BizWest’s Northern Colorado Energy Summit, being held at the Ranch Events Complex in Loveland. The event was attended by about 150 people. Lewandowski said that as oil prices have declined from \$106 a barrel two years ago — dipping as low as \$26 a barrel before recently climbing back to about \$45 — the region has suffered, with hundreds of layoffs, company closings, mergers and acquisitions. Colorado has shed about 25 percent of its energy-sector jobs, he said.

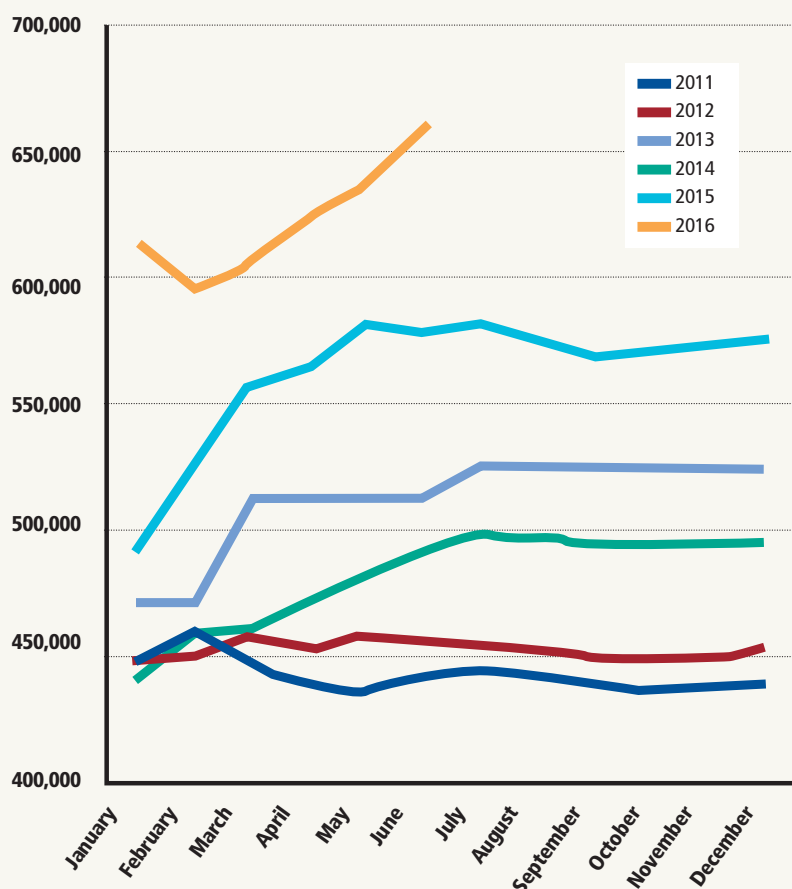
Number of craft brewers takes another major jump

Just in case you thought the craft beer boom would surely start slowing down soon, the number of operating breweries in the United States increased by a staggering 24.5 percent from June 30 of last year to June 30 of this year. That’s according to a midyear report on the craft beer industry released by the Boulder-based Brewers Association. As of June 30, the trade group representing small and independent brewers reported 4,656 breweries operating. That’s up 917 from the same point last year. And there are 2,200 more in planning stages. Craft brewers — defined as those producing 6 million barrels or less annually, having no more than 25 percent ownership by an alcoholic beverage industry member that is not itself a craft brewer, and using traditional ingredients to derive flavor — employ nearly 122,000 full and part-time workers, according to the Brewers Association.

Colo. tourism sets records for visitation, spending again

For the fifth straight year, Colorado set all-time records for total visitors, visitor spending and tax generation in 2015, welcoming 77.7 million visitors who spent \$19.1 billion and generated \$1.13 billion in state and local tax revenue, according to figures released by the Colorado Tourism Office. The state posted a 31 percent increase in visitation, nearly double the 16 percent growth in travel nationally, since the depths of the Great Recession in 2009. The announcement included findings from a collection of studies detailing the impact of Colorado’s tourism industry during 2015. According to a report titled “Colorado Travel Impacts 2015” prepared by Dean Runyan Associates, two-thirds of the total was spent by people who stayed overnight in paid accommodations such as hotels, motels, rented condos, campgrounds, RV parks and bed-and-breakfasts. The state’s total travel expenditures increased by 3 percent from 2014, outpacing national spending growth, which remained flat year over year.

Single-Family Average Prices Boulder County Month by Month



Now is the time for buyers in Boulder Valley

We are still in a strong seller's market, with a mere 1.56 and 0.74 months' of inventory of single-family homes and attached homes, respectively. And yes, prices are up an average of 14 percent for single-family homes and 20 percent for attached homes in the first six months of the year. (I covered Boulder's crossing the \$1 million threshold in a previous article.)

Notwithstanding the foregoing, the second half of 2016 will be the best time for home buyers to jump into the market for the foreseeable future. Here are three key reasons why.



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JAY KALINSKI

Inventory. The inventory of homes in Boulder County typically peaks in the summer and gradually trails off in the second half of the year. There is typically an equivalent (or slight higher) number of homes on the market in the fall than in the spring.

Decreased competition. While the number of homes available is similar in the spring and fall, there are fewer buyers in the market in the second half of the year. There are myriad reasons for this, such as families wanting to be settled for the school year, but the upshot for buyers is that

if you are home shopping in the fall and winter, you will be facing less competition for those homes. My colleague, Mike Malec, tracks the number of showings our company sets up per available listing, and that tracking clearly demonstrates the decreasing buyer activity in the second half of each year.

Flatter appreciation. When one looks at year-over-year appreciation in Boulder Valley, the last several years show fairly robust appreciation throughout the year. However, viewing appreciation on a month-by-month basis for the past five years reveals that most of the appreciation in our market typically takes place in the first half of the year. This flatter appreciation in the second half of the year means that buyers can feel less pressure when looking because the cost of delay is less than in the first half of the year.

Despite the continued seller's market, the combination of a decent supply of homes on the market, less competition for those homes, and flatter appreciation in the second half of 2016 (not to mention historically low interest rates) equals as good an opportunity for buyers as we are likely to see in the Boulder Valley for some time.

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

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About Eric Shanfelt

Eric is a 25-year digital marketing veteran and has served as the Chief Digital Officer for Penton Media, Interweave, Virgo Publishing, and HarperCollins Christian Publishing. Now, as Founder & CEO of Local Marketing Institute, his passion is teaching local businesses effective digital marketing strategies.



CSU should fill void left by CU in Big 12

Colorado State University president Tony Frank has the right idea in pursuing membership in the Big 12 athletic conference. Such a move would generate far greater resources for the university's football program, and greater exposure overall.

CSU is believed to be in consideration for expansion of the Big 12, which currently includes 10 members. The University of Colorado Boulder and the University of Nebraska withdrew from the Big 12 in 2011, with CU joining the Pac 12 and Nebraska joining the Big Ten conference. The University of Missouri and Texas A&M also left, with TCU and West Virginia joining.

CSU is a founding member of the Mountain West conference — formed in 1999 — but the Big 12 represents one of the major sports conferences for collegiate athletics. The Fort Collins Coloradoan reported that Frank sent a brochure to the Big 12 last summer extolling CSU's virtues.

Why the interest? Money, for one. The Coloradoan reports that CSU received \$3.38 million from the Mountain West Conference in 2015-2016, while Big 12 schools received \$31.2 million each from ESPN and Fox Sports.

Fortunately for CSU, the Big 12 is considering expansion, perhaps to as many as 14 teams, with invitations possible this fall. Analysts say CSU definitely is in the running, along with Brigham Young University. Other possibilities include Boise State, New Mexico, San Diego State and UNLV.

CSU presents both opportunities and drawbacks for the Big 12. On one hand, its inclusion would get the conference back in the Colorado market, where many Big 12 alumni reside. One negative is that CSU's new stadium — although currently under construction — would be the smallest in the Big 12, with capacity of 41,000.

But just as it made sense for CU to leave the Big 12 in favor of the Pac 12, it makes sense for CSU to step up a notch and join the Big 12. Greater resources would enable CSU to field a more-competitive team, and the higher profile should spur alumni and business interests in Fort Collins and beyond to jump on the bandwagon through donations and sponsorships.

CU has made progress in the quality of the team put on the field since joining the Pac 12. It might take CSU a few years to be competitive with most Big 12 teams, but the opportunity is too great to ignore.

Pols should mine for dollars

Word that a criminal investigation is under way for the devastating wastewater spill from the Gold King Mine near Silverton should get political and regulatory leaders thinking about the far larger cleanup that is necessary in the nation's abandoned mines.

The Environmental Protection Agency's Office of the Inspector General revealed recently that the U.S. Justice Department has launched a criminal probe of the spill, which sent 3 million gallons of mine wastewater into rivers in Colorado, New Mexico and Utah, turning the waters yellow with a variety of toxic heavy metals.

The spill highlights the magnitude of the problem of abandoned mines, which number a half million throughout the West. The Colorado Geological Survey estimates that 23,000 abandoned mines exist in Colorado alone, including in Boulder County. In some cases, the mines have been abandoned for more than a century, as companies ceased production of gold, silver or other metals.

Funding to address the problem has been very limited. As The Denver Post recently noted, companies operating hard-rock mines pay no federal royalties such as those paid by coal-mining companies, nor do they pay into any reclamation fund.

Abandonedminelands.gov, a web portal maintained by a variety of federal agencies, lists several dangers posed by abandoned mines, including health concerns related to increasing populations coming into greater contact with contaminants because of recreational activities on public lands adjacent to abandoned mines.

Health concerns can come from contamination of fish to radiation exposure from uranium mines.



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

Environmental dangers highlighted by the site include sediment contamination, water pollution, air pollution and dangers posed to threatened and endangered species.

As we saw with the Gold King disaster, spills from mines can devastate the environment and recreational tourism.

So what's being done? Not enough. Federal agencies spend \$80 million to \$85 million annually on reclamation of abandoned hard-rock mines, according to the website. That's compared with the \$35 billion to \$72 billion estimated cost of reclaiming all abandoned hard-rock mines in the United States.

Getting additional funds approved will be a challenge, but, on the surface, it's not a partisan issue. Political leaders from both parties would acknowledge the scope of the problem, and the dangers — to health, safety, the environment and the economy — in leaving a half million abandoned mines untouched.

But how to pay for cleanup is the rub, leading to partisan bickering. Should governmental leaders take another look at the lack of royalties paid by hard-rock mining companies? That's sure to be opposed by the mining sector.

Should additional sites be added to the Superfund list, providing for some funding? Superfund itself is lacking. Should mining companies pay for their own cleanup? Many of the sites haven't been mined in generations, with current owners having nothing to do with the initial mining efforts.

But, given that the West — especially Colorado — has both Republicans and Democrats in Congress, one could hope for progress on the issue. And progress means a plan — and funds.

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

BW POLL

Who will you support for U.S. Senate from Colorado?

| | |
|----------------|-----|
| Michael Bennet | 30% |
| Darryl Glenn | 53% |
| Someone else | 13% |
| Undecided | 3% |

Next Question:

Do you believe that legal marijuana has contributed to an increase in the homeless population in the region?

Yes — Pot is definitely a factor.

No — It's lack of jobs, not pot, that drives homelessness.

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With growing economy, freight rail essential to Colorado

Colorado Gov. John Hickenlooper recently spoke on the importance of the wind-power industry in the state during a press conference at the Vestas wind turbine component factory near Denver.

"In 2015, Colorado ranked fifth in the nation for wind-power capacity additions," he said. "An investment in the wind-power industry and in wind projects generates new jobs, economic development in rural counties and clean-air benefits to all Coloradans."

Just as essential to the state's economic development is the freight-rail industry. America's freight railroads are not strangers to supporting the people of Colorado. More than 2,500 railroad employees in the state earn more than \$113,000 annually in



GUEST COLUMNIST
SEAN CONWAY

wages and benefits.

To accommodate the growth of a booming clean-energy sector, freight rail returned to Weld County after an eight-year hiatus. The upgraded rail line, connecting the Great Western Railway to Union Pacific, is intended to improve the region's railway commerce and help grow local businesses.

New data presented in a report from Towson University in Maryland shows that the investments of major U.S. railroads created nearly \$274 billion in economic activity while supporting approximately 1.5 million jobs and \$88 billion in total wages across the country. Likewise, railroads spent almost \$28 billion in 2014 to maintain and further modernize their network.

Not only does the freight-rail industry make a significant impact on the economy of Colorado cities and towns, railroads and environmental stewardship go hand-in-hand. Rail is the most environmentally sound way to move freight over land.

"Freight rail's gas mileage is so good that to move a ton of goods from Washington, D.C., to Denver — approximately 1,660 miles — would require less than four gallons of fuel," writes Ian Jeffries, vice president for government affairs at the Association of American Railroads. "Freight rail today can move a ton of goods 479 miles on a single gallon of fuel. This means less trucks on the road — a single freight train can take the loads of several hundred trucks off the nation's overcrowded highways — which means cleaner air and an overall cleaner environment."

Moving freight by rail also decreases the need for costly highway repairs and maintenance, reduces pollution and lowers greenhouse-gas emissions.

Sens. Cory Gardner and Michael Bennet, their colleagues in Congress and unelected policymakers in various government agencies must understand that in order to ensure freight railroads continue to play a vital role in the economy of Colorado

and across the country, they must preserve the smart economic regulations that have allowed railroads to thrive over that past 30 years.

The nation's freight railroads operate almost exclusively on infrastructure owned, built and maintained by the industry. Since the partial deregulation of the industry in 1980, freight rail has spent more than \$600 billion on infrastructure, research, testing and new, more fuel-efficient locomotives.

As the economy grows, so will the need to move more freight. The U.S. Department of Transportation recently forecast that total U.S. freight movements will rise by more than 40 percent by 2045. The implementation of balanced regulations by lawmakers will provide railroads with the opportunity to make the investments needed to best serve the people of Colorado and the wider world.

Sean Conway is a Weld County commissioner.

COMMENTS

Story: "Old Chicago on Boulder's Pearl Street could be razed," Aug. 2

Commenter: Jay Nelson

"Greedy developers, on their march to ruin what we love about Boulder. 3 stories may as well be 5 stories. Heck, bring in a Trump tower. Who needs a view of the flat-irons, anyway? Thanks, Mr. Day!! And thank YOU, Boulder planning dept. for defending our building height rule."

Story: "Xcel files plan with PUC to install LED street lights across state," April 16, 2015

Commenter: Jeff Gathercole

"4 days ago Excel installed a new lamp on the corner. The light is so bright, I cannot open my living room curtains without this blinding light flooding the entire room. The curtains, when pulled shut, glow like neon. My front porch, formerly a fine place for watching the moon and stars, now requires shades. At night. The light from the new

"improved" fixture is cold, harsh, and unnatural. Excel claims, in a recent PR blurb, one the "advantages" of the new lights is that they provide "daytime ambience". I, for one, do not want 24/7 "daytime." It's intrusive and entirely unwelcome. Downtown in the Suburbs.

A night-time walk has been a relaxing after-dinner ritual for years. The new lights are overbearing, and now provide my formerly cozy low-key neighborhood with all the charm and atmosphere of the pitcher's mound at a nighttime Rockies game."

Story: "Proposed county-owned compost facility irks Western Disposal," July 28

Commenter: Chris Specht

"Yet another effort for the County to seize power. First the water, then sewer, then electric, not our trash..... Basically, they want to pull every string for every resident and business and treat us like the puppets they think we are."

Story: "Feds award \$15 million grant to help expand I-25," July 26

Commenter: Jeff Schaeffer

"SOOOoooo tired of toll roads. Why can't we just add another lane to ease the pain. I don't feel I should have to pay to drive where I live. And please people, don't say "you only pay if you use it". That isn't the solution. I'd rather pay a small tax to help pay for the road than pay every time I want to drive on I25 and the traffic is busy. Same think just south of I20th on I25. \$6.00ish to drive a few miles every day during rush hour? Seriously?"

Story: "Officials urge public input on Estes Park loop," July 25

Commenter: Tom Busby

"Just put in multiple parking garages so people can park and shop! 80% of people who go into the park never even get out of their bloody cars. Let them use the Park buses!"

Story: Greeley mayor Tom Norton leading business group's charge against anti-fracking initiatives," July 25

Commenter: KGonzales

"Isn't this a conflict of interest? They Mayor and City Council are supposed to be representing the community and not a special interest group. I guess that is pretty typical of politicians today."

Story: "3 Seeds development in Fort Collins to combine housing, urban ag," July 6

Commenter: Eileen Dunn

"Very sad to see this very peaceful part of Ft. Collins fall to a developer. When does this project begin? How long will the construction last? How much are the prospective units going to cost?"

Story: "President of NoCo Latino Chamber of Commerce arrested on burglary charges," July 19

Commenter: Ross Livingston

"Sad example for Hispanic business owners. Mr. Agripino should resign or be fired by the board of directors."

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Announcing the special award winners and area finalists!

Honorees for special awards

Bravo! Emerging Entrepreneur of the Year Award

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Bravo! Entrepreneur - Regional Spirit Award

Honorees: Fix North I-25 - Northern Colorado Legislative Alliance, I-25 Coalition

Bravo! Entrepreneur - Lifetime Achievement Award

Honoree: Wes Sargent, Guaranty Bank & Trust

Bravo! Entrepreneur area award finalists

One honoree from each of the following Bravo! Entrepreneur Award areas below will be announced at the awards breakfast.

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Jim Quinlan, Jax Mercantile Company
Bonnie Szidon, Ranch-Way Feeds

Bravo! Entrepreneur - Greeley

Dean Herl, Noffsinger Manufacturing
Richard and Brenda Lucio, Coyote Grill/Palomino/Blue Agave
Chalice Springfield, Sears Real Estate

Bravo! Entrepreneur - Loveland

Christina Dawkins, Co's BMW Center
Jerry Helgeson, American Eagle Distributing
Terry and Diana Precht, Vergent Products

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