

BizWest

- » TRENT Strategy drives Evans' economic development 9A
- » TRUMBO Lafayette: 'creative, diverse and eclectic' 11A
- » BOLAK Important drawback to a 'smart' salesperson 18A
- » TROXELL Mayor gets a charge out of driving an EV 31A

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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The Housing Crunch

Market pinched by inventory, business conditions leave many would-be homebuyers out. **PAGE 6**

EVANS

Innovative Foods is a cut above

Retail, specialty meat shop sees 300 percent growth over past 10 years. **PAGE 8A**

LAFAYETTE

East Simpson leads Lafayette renaissance

Small businesses finding a home on street that used to host the city center. **PAGE 10A**

HEALTH CARE

Demand high for post-surgery rehabilitation

Traditional and new treatments aid active, aging patients. **PAGE 12A**

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■ 1790 30th St., Suite 300, Boulder, CO 80301
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Oct. 6 | Boulder Theater, Boulder
www.iqawards.com

■ Boulder Valley Real Estate Conference

Nov. 18 | Stadium Club at Folsom Field
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QUOTABLE

“Sadly, the neighbors’ demands robbed the community of moderate-income housing as intended.”

Scott Woodard, owner of Fit Properties in Boulder, on the Wonderland Creek Townhomes project in North Boulder

Story, page 20

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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO



COURTESY THE CREW PRESENTS

Ely Corliss says he wants to “continue to bring quality acts of all shapes and sizes” to Greeley “and become more of a competitor on the Front Range.”

Promoter with moxie putting Greeley on music bandwagon

By Paula Aven Gladych
news@bizwestmedia.com

GREELEY — Ely Corliss loves music, and he loves Greeley.

The founder of The Crew Presents, a local music promoter that runs The Moxi Theater and BandWagon Magazine, came to Greeley as a student at the University of Northern Colorado.

He played in an alternative-rock band but had a hard time finding venues where they could play locally. In 2007, he began actively organizing shows at local bars such as A.F. Ray’s, Sky Nightclub, Whiskey River, Island Grove Event Center, The Beetle in Greeley and Hodi’s Half Note in Fort Collins. He also booked numerous shows at The Atlas Theater in Greeley so that his and other local bands would have some semblance of a concert scene.

Fast forward nine years, and Corliss still is fighting to get good concerts in Greeley. To that end in 2011, he and some friends started BandWagon Magazine, a publication that promotes events and cultivates the arts and music scene in Greeley. He also bought the former Union Colony Dinner Theater in Greeley two years ago and remade it into The Moxi Theater, a venue for local music.

“I have an entrepreneurial spirit,” Corliss said. “I used to mow lawns in high school and middle school and I had my own landscaping business. My dad is an entrepreneur and has always been self-employed. I didn’t



Ely Corliss and some friends in 2011 started BandWagon Magazine, a publication that promotes events and cultivates the arts and music scene in Greeley.

“I have an entrepreneurial spirit ... My dad is an entrepreneur and has always been self-employed. I didn’t have a doubt I could do it.”

Ely Corliss

have a doubt I could do it.”

Corliss began building connections in the business community when he started the 16th Street Block Party, a back-to-school event for the University of Northern Colorado that included live music from local

bands. The block party has become The Crew Presents’ flagship event. In 2012, the event featured 14 bands on two stages and attracted more than 5,000 people.

Chasing sponsorships for the Block Party gave Corliss the connections he needed to start BandWagon. He wrote the stories and designed the pages himself for the first year or so.

“Our first issue raised \$1,000 in advertising, and it has paid for itself ever since,” Corliss said. It was eight pages long. His longtime friend Jed Murphy signed on to be editor of the publication and helped write for it for many years.

“We slowly recruited friends and other students,” Corliss said. “Now Please see **Moxi**, page 4A

High-end storage unites boys, toys

LOVELAND—Tyler Teixeira has just the place for boys to store their big toys.

Teixeira’s Fort Collins-based Beacon Construction LLC recently completed construction of high-end storage rental units that, in addition to housing RVs, boats and personal car collections, can also serve as a “hangout” or “man cave.”

THE EYE

Teixeira and some silent partners own

Executive Storage at Crossroads, 4005 MacArthur Ave. in Loveland. While there seems to be a gazillion self-storage units in the region, there aren’t many like this one, Teixeira said.



TEXEIRA

“We thought this particular type of storage market was underserved. We felt there is a need and a desire for this kind of facility,” Teixeira said, adding that the units can be used for conventional storage.

The compound is fully-gated and each unit has 16-foot tall ceilings for the big rigs or stacking cars. The 14-foot overhead doors are operated by an electric opener using a keypad and pressure sensor.

Each unit has some of the comforts of home — cable and telephone jacks, electric heating units with digital thermostats and insulated walls. They also come equipped with fire-sprinkler systems.

The gang at Executive Storage will upgrade the space for a fee. Options include built-in garage cabinets and countertops, finished floors, a mezzanine level, ceiling fans and video-surveillance equipment.

Built on about three acres, the storage complex consists of two 30,000-square-foot buildings. One building has a 1,000-square-foot reception/lounge area with restroom facilities that can be used by all tenants, Teixeira said.

Both buildings have 12.5- by 50-foot units that rent for \$600 per month, and 25- by 50-foot units that rent for \$1,100 per month. Both require a minimum one-year lease.

To check them out online, visit www.executivestorageco.com.



COURTESY EXECUTIVE STORAGE AT CROSSROADS LLC

Executive Storage at Crossroads in Loveland is a new storage facility targeting people who need a place to keep their big toys, including personal car collections.

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Ely Corliss bought the former Union Colony Dinner Theater at 802 Ninth St. in Greeley in 2013 and remade it into The Moxi Theater, a venue for local music.

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Moxi, from 3A

we are both graduated. I like to say it is student run. We have interns from UNC every semester. We're very tied in with that student population, and we try to make sure that it is a big distribution point."

The paper is growing quickly. It distributes 15,000 copies a month from Fort Collins and Greeley to Cheyenne, Wyo. It mails 2,500 copies in the Greeley area alone. He now has 12 staff writers who submit stories and don't limit themselves to local band interviews. Corliss prides himself on the fact that his magazine has published interviews and album reviews of some of the music scene's greatest artists, including Mac DeMarco, Derek Smith (also known as Pretty Lights), Modest Mouse and The Burroughs, a band which got its start in Greeley.

"These acts have hundreds of thousands of followers," Corliss said. "One retweet of your blog and you get thousands of hits for your website. That has been fantastic."

More publications are shifting to digital. Corliss said that's been hard but "we've been fortunate to have advertisers and have that advertising base."

He built personal relationships, and those are keeping his newspaper afloat.

"We've just been taking it one month at a time and doing our best to make sure we get it into people's hands," he said. BandWagon had a large presence at Riot Fest in Denver and the Arise Music Festival in Loveland.

The Moxi Theater opened up even more doors for Corliss and contributed to the success of local bands such as The Burroughs, a nine-piece funk and soul band from Northern Colorado.

Johnny Burroughs, lead singer of The Burroughs, began booking shows with The Crew Presents six or seven years ago. Denver concert promoters made it seem as if it was a "gift" that local bands were allowed to play at their venues.

"With Ely, he was much more personable and really believed in music and seeing something happen," Burroughs said. "He wanted to make something happen."

Corliss' support for The Burroughs "is incredible. His support when something is happening is incredible. I love the guy," Burroughs said. "He is probably the sole reason there is a music scene in Greeley. He's the driving force when nothing was happening and he

continued to invest in it."

The Moxi is The Burroughs' second home.

"We're not ashamed to be where we're from. Our music sounds like where we are from," Burroughs said. "All of our favorite shows were at The Moxi."

His band recorded its first album, *Sweaty Greeley Soul*, during a live concert at The Moxi.

"It is our home and it tells the story of who the band is and we wanted to work with Ely so it was a no-brainer," he said.

The Moxi has been well received in town.

"It's not like booking concerts at a bar. We are able to take things a lot more seriously and the caliber of acts we are booking is a whole different ballgame," Corliss said. "The last two years we've been doing that have been a really great, eye-opening, fun experience."

Corliss raised \$40,000 through family and friends and \$10,000 through crowdfunding site Indiegogo to purchase the dinner theater.

"Over the last couple of years I've taken a lot of risks. Some have paid off and some have been good lessons. I want to continue to do that and continue to bring quality acts of all shapes and sizes to town and become more of a competitor on the Front Range," Corliss said. "We would like to be seen as a great third market. A lot of acts will play Denver, Colorado Springs, Fort Collins and Boulder. I would like Greeley to be added to that list in the next few years."

Pam Bricker, executive director of the Greeley Downtown Development Authority, said she has known Corliss since he was a student at UNC.

"From the time I met him, this guy is everywhere, doing everything," she said.

When Corliss approached her about wanting to open a music venue in the former dinner theater space, Bricker said she immediately questioned him about whether he had the means or business experience to do it.

"He overwhelmed me with his passion," she said. "I put in a good word with the people who owned the building. He made it happen. He is still juggling all the other balls he had in the air and is still getting BandWagon Magazine out every month. He is really creating a fabulous music scene in Greeley."

PUC staff backs Xcel over Boulder utility drive

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.

Colorado Public Utilities Commission staff filed a response in support of Xcel Energy Inc.'s motion to dismiss the city of Boulder's application to create a municipal electric utility, urging the commissioners to deem the application incomplete. The staff filing came at nearly the same time the city of Boulder filed its own response against Xcel's motion to dismiss. The PUC is tentatively slated to consider Xcel's motion at its Sept. 16 weekly meeting. The city last year had filed a condemnation case in Boulder District Court to acquire all of the Xcel Energy equipment both within and outside city limits that is necessary to create a municipal electric utility.

Posted Aug. 28.

CSU study: TABOR led to higher taxes

FORT COLLINS — A new study from Colorado State University reports that a whopping 81 percent of Coloradans pay more in school property taxes than they would if voters had never enacted the Taxpayer Bill of Rights, the 1992 state

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constitutional amendment that was supposed to do just the opposite. The phenomenon, the study's authors wrote, has led to increased funding disparity between school districts and unequal property-tax burdens, with state taxpayers subsidizing a few often-wealthy districts. The study comes from CSU's Colorado Futures Center and was published by the Lincoln Institute of Land Policy, a nonpartisan think tank.

Posted Sept. 1.

Larimer to Corps: We back NISP

FORT COLLINS — Larimer County commissioners voted to forward a citizens' advisory board's list of critical comments about a controversial water-storage proposal to the U.S. Army Corps of Engineers — but added their own letter supporting the project. The all-volunteer Envi-

ronmental and Science Advisory Board blasted the Corps' Supplemental Draft Environmental Impact Statement on the proposed Northern Integrated Supply Project for lack of detail on key issues. Commissioners voted 3-0 to send the ESAB report to the Corps — accompanied by a letter from the commissioners saying that Larimer County is not opposed to NISP and believes the ESAB concerns can be addressed sufficiently.

Posted Sept. 1.

Vail Resorts to spend \$110M on improvements

BROOMFIELD — At least \$110 million in improvements are planned for Vail Resorts Inc.'s properties for the upcoming winter-recreation season, according to the Broomfield-based company. The plan announced by Vail Resorts (NYSE: MTN) is highlighted by the project to link the Park City and Canyons resorts in Utah to create the largest snow-sports resort in the United States. Other announced improvements include upgrading Vail Mountain's Avanti Express Lift No. 2 to a six-passenger high-speed chairlift, expanding the snowmaking "refresh" system at Beaver Creek, adding new snowmaking to the recently opened Peak 6 terrain at Breckenridge, and refreshing the rooms and common

areas at Keystone Lodge and Spa.
Posted Aug. 26.

Equity crowdfunding's value up for debate

BOULDER — For all of the enthusiasm surrounding equity crowdfunding, officials from the local entrepreneurial scene offered plenty of skepticism at a BizWest CEO Roundtable, with one even worrying that crowdfunded securities could become the "penny stocks for private companies." Colorado in August became one of the few states to pass new rules that reduce some of the red tape involved for small businesses in raising private equity, allowing them to raise up to \$1 million through securities offered directly to both accredited and non-accredited investors.

Posted Aug. 25.

New Longmont hospital to be called Longs Peak

LONGMONT — "Longs Peak Hospital" will be the name of the \$170 million facility that University of Colorado Health plans to build on the east edge of Longmont. UHealth began reaching out to various stakeholders last month to get ideas for what to name the three-story, 48-bed facility.

Posted Aug. 24.

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JOEL BLOCKER / FOR BIZWEST

Dave Pettigrew, right, broker and partner with Ascent Real Estate Professionals, talks with Nick Hager about investment real estate in Fort Collins.

Full House

Tight market deals many would-be homebuyers out

By Paula Aven Gladych
news@bizwestmedia.com

Housing prices across the metro area and Northern Colorado have shot through the roof in the past couple of years and industry experts say that trend is likely to continue in the near future.

The housing market in Colorado has experienced the perfect storm of events the past couple of years that have made it nearly impossible for new homes to be built and has clamped down on the resale market as well.

John Covert, Colorado-New Mexico regional director for Metrostudy, said Colorado has one of the tightest real estate markets in the country, in large part because there is “plenty of demand out there for housing, not just new housing.”

Metrostudy tracks data in the 11-county metropolitan area, including Boulder, Broomfield, Larimer and Weld counties.

“The resale market is incredibly strong,” Covert said. “There’s some of the lowest levels of active home listings we’ve ever seen in the city. Home prices are as high as ever, and our home-price appreciation is the highest in the country. Rental and vacancy rates are well below 5 percent.”

The new-home market, which typically helps alleviate the crunch in the resale-home market, also has

been very tight, with very little inventory available for buyers, Covert said.

“By and large, the whole housing industry is really tight right now in Denver,” he said. “That’s being pushed by strong economic growth.”

The area added 50,000 jobs in the past 12 months, and total employment is at an all-time high, he said.

There are many people moving into Colorado because of its desirability and good climate and the unemployment rate for Denver-Boulder is about 4 percent.

“Those things are pushing strong consumer confidence, consumer spending and demand for housing,” Covert said. All of these things should mean that the homebuilding industry is flourishing in the state, he said, but home lots are hard to find and there’s a tight supply of trade labor to build new homes.

New home starts up in Weld County

It now takes about 10 months to build a new home in Colorado, double what it was a few years ago. That’s because it takes longer to draw the necessary permits from government agencies that are

overwhelmed, and weather and labor issues compound the estimated time to build.

Areas seeing the most new-home growth are Erie, Broomfield and the Tri-Towns of Frederick, Firestone and Dacono. Greeley’s home market also is making a resurgence.

In his latest research, Covert said, Weld County saw a 56 percent increase in home starts over the past 12 months, ending in the second quarter of this year. A year ago, Weld County ranked fifth among Colorado counties for the number of new housing starts, 1,382. This year, it ranks second with 2,157 home starts, just slightly behind El Paso County.

Part of Weld County’s attraction is that it has “capacity to build, an available lot supply and some new master-planned communities,” he said.

There also are lower price points in the area, meaning that first-time home buyers aren’t completely priced out of the market. Weld County still has great connectivity to Colorado’s major employment hubs that other submarkets don’t have, he added, because people who buy homes there can

“It’s not just builders who are hesitant. Insurance companies don’t want to insure something with unfair liabilities.”

Dave Pettigrew, Ascent Real Estate Professionals, on the lack of condos and townhomes on the market

Listings, sales, prices climb through much of region

Communities throughout the Boulder Valley and Northern Colorado are experiencing escalating prices through July 2015, compared with the same period a year ago.

	YTD July 2014	YTD July 2015	Percent change
■ Berthoud			
New Listings	180	182	1.10%
Closed Sales	119	148	24.40%
Median Sales Price	\$298,000	\$346,294	16.20%
■ Boulder			
New Listings	1,036	956	-7.70%
Closed Sales	586	619	5.60%
Median Sales Price	\$672,000	\$750,000	11.60%
■ Broomfield			
New Listings	315	276	-12.40%
Closed Sales	245	193	-21.20%
Median Sales Price	\$350,000	\$420,000	20.00%
■ Erie			
New Listings	359	369	2.80%
Closed Sales	277	284	2.50%
Median Sales Price	\$380,000	\$409,250	7.70%
■ Fort Collins			
New Listings	2,591	2,461	-5%
Closed Sales	1,876	1,785	-4.90%
Median Sales Price	\$275,000	\$325,000	18.20%
■ Greeley			
New Listings	1,171	1,340	14.40%
Closed Sales	881	1,018	15.30%
Median Sales Price	\$197,000	\$219,900	11.60%
■ Lafayette			
New Listings	293	248	-15.40%
Closed Sales	194	192	-1%
Median Sales Price	\$421,000	\$451,000	7.10%
■ Longmont			
New Listings	1,131	1,128	-0.30%
Closed Sales	766	828	8.10%
Median Sales Price	\$279,986	\$323,250	15.50%
■ Louisville			
New Listings	161	156	-3.10%
Closed Sales	111	121	9%
Median Sales Price	\$506,889	\$520,000	2.60%
■ Loveland			
New Listings	1,177	1,186	0.80%
Closed Sales	816	869	6.50%
Median Sales Price	\$245,000	\$280,753	14.60%
■ Lyons			
New Listings	110	110	0.00%
Closed Sales	51	56	9.80%
Median Sales Price	\$403,750	\$464,500	15%
■ Wellington			
New Listings	284	277	-2.50%
Closed Sales	215	222	3.30%
Median Sales Price	\$229,000	\$258,938	13.10%
■ Windsor			
New Listings	490	538	9.80%
Closed Sales	344	357	3.80%
Median Sales Price	\$342,700	\$375,000	9.40%

Source: Boulder Area Realtor Association, Fort Collins Board of Realtors



Builders in Erie's Vista Ridge neighborhood advertise new homes from the mid-\$400,000s. The price is in line with the areas median of \$409,000 — a seven percent increase over last year's median price in July.

CHRISTOPHER WOOD/BIZWEST

still commute to Fort Collins, Denver, Boulder and Broomfield fairly easily.

Many factors behind low inventory

D.B. Wilson, managing broker for Re/Max of Boulder, specializes in Boulder and Broomfield counties. He chalks up the housing crunch to the dot-com bubble in 2000 and 2001, when the area experienced a recession when the rest of the country was hitting its stride. At that point, the area was overbuilt, with new developments going up in Firestone, Frederick, Erie and Broomfield. Building stopped in about 2003, when a lot of foreclosures happened.

When the national housing market crashed, Boulder and the surrounding areas were just coming out of their downturn.

At that time, banks weren't lending to homebuilders so "literally, when we were ready to get going with home building, there was a modest amount that was going on," said Wilson. Jobs were coming into the area and "we lost very little in the overall scheme of things in property values," he said.

First-time homebuyers especially are hard hit because hardly anybody is building condos or townhomes. A recent Colorado construction-defects law has scared off multi-family builders who fear they will get sued based on a handful of tenants' concerns about the quality of their building construction.

"It's not just builders who are hesitant," said Dave Pettigrew, a broker/partner with Ascent Real Estate Professionals in Fort Collins. "Insurance companies don't want to insure something with unfair liabilities."

Sellers aren't too anxious to sell right now because if they sell first, they can't find a new home to replace their old one, Pettigrew said. That contributes to the tight housing market in the metro area and Northern Colorado, he said.

Buying a home is such an "emotional time," said Wilson. People find a home they love and can see their family in, but when they go to make an offer, there are six to 10 other people bidding on the same home.

"There's a lot of losers in that situation. There are some people who can get caught up in the emotion and overpay," he said. So everyone is a loser — the families who didn't get the home of their dreams and the family who won the bid but spent far more than they should have for the home.

"You do that three or four times or 12 times, you get beat out on a property that many times it takes a toll," Wilson said.

When Wilson ran the numbers on available housing inventory in Boulder County in August, 1,056 properties were available. Now, nearly half of those are under contract, he said, so only about 550 properties are for sale in the area.

"It's better than it's been," Wilson said. "If you have the ability to move now, you might want to come back

to the market. There is more inventory coming on right now."

But as far as new construction goes, "I just don't think in Boulder County there are enough places that development can happen," he added.

Pettigrew agreed that new construction isn't keeping pace with demand.

"New construction used to be 25 to 30 percent of total sales," he said. "In the last few years it has been as low as 10 to 15 percent. Right now we are struggling at 15 to 20 percent. A lot of homes never got built. We're behind in trying to catch up. Those combined to make a slow market and limited inventory."

Mortgage rates are low and rents are high, which is fueling the number of buyers flooding the market looking for a good deal.

"There are still a lot of investors out there who will close quickly, pay cash and eliminate the need for an appraisal," he said. That makes it a very competitive market.

Prices up across Northern Colorado

The average home price in Boulder County jumped 9.6 percent to date. In the city of Boulder, prices rose 18.4 percent from a year ago to an average single-family detached home price of \$958,915. In Larimer County, home prices rose 17.6 percent to date; in Weld County, they rose 12.8 percent, Pettigrew said.

"We just sold a very nice home in west Greeley for \$330,000. I guarantee it would be \$400,000 to \$450,000 in Fort Collins," he said. "It is tight. All areas are tight. The only difference in Greeley and Weld is there are more homes to sell and an increase in sales."

From January to July this year, the average selling price for a single family detached home in Louisville was \$553,014. In Lafayette it was \$476,691; in Longmont \$333,936; Loveland is \$310,870; Fort Collins is \$373,242; Greeley is \$234,071 and Windsor is \$333,862, according to data compiled by Ascent Real Estate Professionals.

He added that in most areas, the "only real inventory created is by someone dying or moving to another county or state. The only inventory is new construction and people leaving town — and there are not many people leaving town. There are more people coming in. It is difficult to make that up in new construction. We've been struggling over the last six years."

Pettigrew said he has never seen a real estate market this hot. He doesn't believe Colorado will experience a housing balloon such as that in California or Arizona, where prices double for three or four years and then start dropping back to where they were.

"I don't know how anyone survives in that market," he said. "They never know where the top is or the bottom is. I really think we are undergoing more of a correction than any kind of balloon and I think people need to get used to the new pricing levels."

"We just sold a very nice home in west Greeley for \$330,000. I guarantee it would be \$400,000 to \$450,000 in Fort Collins."

Dave Pettigrew, Ascent Real Estate Professionals

Innovative Foods is a cut above

Custom meat, retail shop fills gap as big processors leave

By Jeff Thomas
news@bizwestmedia.com

EVANS — Dave Ellicott is a difficult man to reach, for which he apologizes.

“This particular time of year I’m running all day long,” he said. “More cattle are ready to be harvested and fabricated. There’s all the county fairs, the 4-H projects. There’s just a glut of market-ready animals this time of year.”

However, Ellicott’s plight is quite simply one of his own making. He and his wife, Tami, co-own Innovative Foods in Evans, a successful custom processing plant and retail meat shop.

“Our custom processing business has grown 300 percent” from when the couple bought the business 10 years ago, he said. While large-scale meat-processing facilities have been leaving the state in the past 20 or 30 years, the need for smaller, quality facilities was growing.

“I recognized the chance that there would be an incredible increase in demand for products from local, or small regional, sources,” he said. “We’re committed to bringing the two ends of that equation to the middle.”

Most of the couple’s business – about 75 percent – is in custom meat processing. That includes harvesting the animals, aging the meat by hanging in their facility and then processing (butchering) it. The wholesale business accounts for about 15 percent of the business, mostly deliveries to high-end restaurants, groceries or meat services, and 10 percent retail – the latter of which is helping to drive an expansion of the business.

Ellicott knows this business as well as anyone. He worked for a meat locker in high school, and then attended Colorado State University, where he graduated with a bachelor’s degree in animal science and was a member of the Meats Judging Team.

Now 57, he said most of his professional career was spent in meat procurement for companies such as King Soopers. Throughout the changes that occurred in the industry during this time, Ellicott had his eye on the steps that ensured quality meat.

“I worked with nearly everything that dealt with meat – manufacturing, distribution, import/exports



JOEL BLOCKER/FOR BIZWEST

Dave Ellicott, co-owner of Innovative Foods Custom Meat Processing, stands in his meat cooler. Ellicott and his wife, Tami, purchased the Evans processing facility in August 2007.

“Now, most everything we use are vegetarian-fed, antibiotic- and hormone-free animals that are humanely raised and handled by family farms.”

Dave Ellicott, Innovative Foods

and design of production facilities,” Ellicott said. In the end, “mostly I just wanted to get off the road.”

The couple bought the recently established Hoffman Meats in 2005, the site of their current facility at 4320 Industrial Parkway. They had turned around the struggling, state-inspected meat processor in less than three years, but ownership also allowed Ellicott to concentrate on a product in which he truly believes.

“Now, most everything we use

are vegetarian-fed, antibiotic- and hormone-free animals that are humanely raised and handled by family farms,” he said. That distinction makes a big difference in the quality of the meats delivered, Ellicott said, as well as the quality of the customer.

While consumers in the Greeley area are quickly finding out about the top-shelf quality of meat, so are quality-focused chains such as Whole Foods. Innovative Foods is turning out new pork and lamb products for the chain.

The move to a U.S. Department of Agriculture-inspected facility has a lot to do with being able to expand the wholesale business. While there may be close to 100 smaller state-inspected facilities in the state, there are only a few that are USDA inspected.

“It’s a totally different business to become USDA inspected,” he said. “There is hazard analysis, safety and

critical control points; you have to design a plant for all of that.”

While Innovative Foods takes orders from livestock owners wanting an animal processed a certain way, it also has a selection of its own favorite cuts of beef, pork and lamb available for retail purchase. In addition, it also takes special orders for cuts of meat, something that is helping to drive more retail sales and expansion of the business.

“We only have the room for retail that we bought with the business,” Ellicott said.

Tami, who has a business background, is largely in charge of the retail end of the business. But she is not the only longtime staff member at Innovative Foods.

Andrew Allman has been with the company since its inception and manages the processing floor and crew. In addition, Tyler Ellicott, Dave’s and Tami’s son, also is involved in the business.

Strategic planning drives city's economic development

Like many cities in Colorado, Evans faces challenges in long-range economic development. Uncertainties regarding revenue, staffing and sustainability are struggles every municipality faces. Coupled with changing policies and legislation mandated at the state and federal levels, economic development can be daunting, confusing and headache inducing. Evans' answer to those challenges is to develop a strategic operations plan that addresses core priorities with a lasting vision driven by the city council. Since more than 70 percent of strategic plans are never implemented, Evans has taken steps to ensure its plan doesn't sit on the shelf but is a living document that reflects a clear return on the investment of time and money.

More than eight years ago, Evans began a consistent focus on its economic-development efforts. First, it hired dedicated staff to manage programs. Then, the city council adopted a vision, a mission, and values to guide the day-to-day operations. The strategic plan builds on

that foundation by creating goals, projects and strategies (the GPS) and measurable actions that create focus and accountability. It's a unique, customized strategic planning system to address the growing needs of the city and plan for the future.

The Strategic Operations Plan is based on successful private-sector principles (a similar plan is used by OtterBox) and is used in every service area of the city.

The approach is based on five basic steps: Where did we come from, where are we today, where are we going, how will we get there – and celebrating, evaluating and reporting.

The review process includes a monthly breakfast meeting with all staff, a "compass check" every 90 days with key staff to update information and create new deliverables for the next quarter, and a quarterly review by the city council to ensure staff is on track and meeting the vision and mission of the council.

Reviewing doesn't accomplish much in the way of progress. Unless the culture of an organization can integrate strategic planning at the very core, a plan will only be partially successful. Economic development crosses departmental and budgetary boundaries; all city staff

have a responsibility to enhance the long-term sustainability of the city through economic development. Evans also has implemented various ways to embed the strategic plan within its own policies and documents.

Staff has written the strategic-planning language into their master plans, the annual budget (which also is reviewed quarterly by the council), staff reports, and many more documents. With the language, visual icons and consistent message of critical thinking about economic development, all staff is aware of the importance. Even though the strategy is staff driven through council direction, residents of Evans also are involved. Every action involves citizen participation and engagement through meetings and newsletters, as well as citizen outreach via social media and other channels.

Successes from the strategic plan have been ongoing and very measurable. Starting from a base of limited resources for economic development and no long-range plan for sustainability, Evans has been able to create a retail strategy, hire key consultants to accomplish the vision and mission, purchase land to hold for eventual retail development and drive a strategy along the

U.S. Highway 85 corridor that will create long-term revenue for other projects.

There are always lessons learned every time the city has a strategic planning session. Three key lessons continue to rise to the top:

Strategic planning must have a champion. Without someone to energize the team, support the process and keep the focus moving forward, the team is likely to find other important work to do.

The right people must be at the table. That often means asking some hard questions, inviting people outside of the standard group and being open to criticism and confusion.

Accountability is key. The way to accountability is the deliverables with a team leader and team members assigned. If no one is responsible, then nothing will get done.

This economic-development strategic planning process has taken Evans from a position of "What do we do next?" to a long-range vision of prosperity and sustainability that can be measured and communicated with ease.

Sheryl Trent is economic development director for the city of Evans. Contact her at strent@evanscolorado.gov or 970-475-1112.



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East Simpson leads renaissance

Street that once was city's hub sees new popularity

By Jeff Thomas
news@bizwestmedia.com

LAFAYETTE—Downtowns across Boulder County are an interesting mix; often with cyclical periods of prosperity and neglect. But by far the most forgotten over much of its 130-year history had to be East Simpson Street in Lafayette.

Until now, that is.

"It's one of those streets that you fall upon by accident," said East Simpson Coffee co-owner Leslie Wing-Pomeroy, who founded her business roughly eight months ago. "But I really got a sense that something was going to happen with this street."

Once the center of a bustling mining and farming community founded in 1888, East Simpson Street was home to most of the commercial and government offices in the beginning of the town. Named after John Simpson, the first coal miner in the area, this three-block downtown area once sported the town hall, two grocery stores and what may have been the only woman-run bank in the nation—Lafayette Bank, which featured town founder Mary Miller as its president.

Lafayette also was home to the Denver-to-Yellowstone Highway that eventually became U.S. Highway 287. Gradually businesses began to abandon East Simpson for the traffic along the highway, known in town as Public Road.

The highway was realigned through Lafayette in the 1980s, but by then East Simpson was largely just a memory, with a handful of ongoing commercial ventures hanging on.

Today, redevelopment of East Simpson is one of the hottest topics in town.

The city of Lafayette has been engaged in an overall effort to encourage redevelopment in the downtown area, including Public Road and East Simpson, but a great deal of the interest is coming from business owners looking to invest, regardless. Some of the interest is a remarkable bit of symbiosis between them both.

In 2011, the city completed a Vision Plan for downtown in which consultants noticed a dearth of multi-family homes near the core commercial areas. The city in the next year amended its urban-renewal plan to allow for multi-family residential in an extended area around the downtown core commercial zone.

"When that was changed, it opened



JONATHAN CASTNER/FOR BIZWEST

Leslie Wing-Pomeroy, co-owner of East Simpson Coffee in Lafayette, is helping lead a revival of the street downtown.

"We really wanted a place where the neighbors could venture out and walk into an establishment they could all be together."

Leslie Wing-Pomeroy,
East Simpson Coffee co-owner

the door for the Simpson Old Town project to happen," said Jennifer Oton, executive director of the Lafayette Urban Renewal Authority.

The Simpson townhome project consists of 18 luxury townhomes in the commercial area of East Simpson, which will list from \$294,000 to \$419,000, said listing agent Patrick Brown. Building them there was a no-brainer, said Brown, who discovered the lots and sold developer Gene Hansen of Hansen Homes Colorado on the project.

"I came across this spot almost two years ago," Brown said. "I can't tell you how many people I've had in my car that can't afford Boulder, so then I'd take them to Louisville and they couldn't afford that or there was nothing on the market."

"Lafayette is the next logical progression. It was only a matter of time until it happened," he said, "but I couldn't believe how fast it happened."

"We have 11 under contract right now, so more than half," said Brown about the townhome project now under construction.

While LURA has to spread a rather thin budget in the entire downtown area, including Public Road, it has made some significant inroads in kick-starting things. One of the first projects was the Lafayette Commons office building, a renovated building formerly housing Boulder County agencies, for which LURA reimbursed the developer \$200,000 to match the original building facade, that of Lafayette Bank.

Similarly, LURA has plans to help Wing-Pomeroy and her husband and business partner, William Pomeroy, with the patio on the outside of their building. The couple already has plans for music and art activities, which isn't a far reach for the former film actress and her husband, an accomplished set designer.

The couple found their way first to a residential area— their home is only a block from the business—but quickly found they wanted to join in the community in a very direct fashion.

"We really wanted a place where the neighbors could venture out and walk into an establishment they could all be together," she said, adding that the business may soon have a wine and beer license for evening events. "We're really hoping that

we're the long-term anchor of this (east) end of the district, with Odd 13 being the other."

Odd 13 has been in business for two years. The brewery and taproom already is moving most of its production and packaging to a 3,800-foot expansion at South Boulder Road and U.S. 287, but leaving a small-scale production operation at the 301 E. Simpson St. location, home to the popular neighborhood taproom.

The 2011 downtown visioning plan created a slogan of "Creative, Diverse and Eclectic," and so far East Simpson is meeting the marquee. Along with the brewery, there are a number of very diverse businesses, including a yoga/pilates center, a photography studio and a center devoted to courses in professional healing and support services, as well as group activities for children and, especially, their often-overlooked moms.

"The truth is, I was trying to get a place on Public (Road), but I saw this place (424 E. Simpson) as I was driving around," said Satica Synnestvedt, owner of A Mom's Space. "But it's more perfect than I could have imagined; as soon as I rented it this area exploded" with business activity.

"We all opened up at the same time," said Synnestvedt about the flurry of activity roughly nine months ago. "This whole area is filled with new families; it's pretty amazing how it all worked out."

Lafayette: 'creative, diverse and eclectic'

The downtown signage states that Lafayette is "Creative, Diverse and Eclectic." We have always been a community that has worked hard to become the Lafayette you see today. We are not blessed with a traditional downtown but an eclectic mix of houses and businesses when Public Road was U.S. Highway 287. Through the years the cooperative efforts of the city, Chamber, Lafayette Urban Renewal Authority and Cultural Resources, have resulted in Lafayette becoming a destination with new restaurants and businesses along Public Road, permanent and rotating public art displays and successful events such as Oatmeal Fest, Peach Fest, Brew Fest and Art Nights Out.



LAFAYETTE VOICE
VICKI TRUMBO

That's just one piece of the puzzle that is at the forefront of the many exciting things happening in Lafayette. Two very visible projects on Public Road are the City Center Project and the rehab of the old La Familia building.

What was once old becomes new again with reconstruction of La Familia and the new-old Highway Café at 201 N. Public Road. The building will feature

"Through many years of hard work, careful planning and visionary thinking we are becoming the full-service, successful community we always knew we could be."

a 1,737-square-foot restaurant, 933-square-foot rooftop patio and 1,688-square-foot gallery and museum. This project, which will anchor the north end of downtown with a welcoming gateway to Lafayette, has been put on hold after the discovery of a Coca-Cola-inspired mural on the side of the building when renovation began. Believed to be from the 1950s, this incredible art find will be carefully dismantled, restored and reconstructed in the new Highway Café.

The City Center Project is a mixed-use building complex located on 10 acres north of City Hall. The plan is to create a project with 90 percent residential and 10 percent commercial, which will include approximately 200 multi-family units and 16,640 square feet of commercial space. This infill project ties together the long stretch of Public Road from Baseline to South Boulder roads, providing access to employment centers, downtown shopping and dining, and transit routes.

Simpson Street, once Lafayette's original main street and business

district, has languished for years with a few small businesses and a mix of residential units, but it is now becoming another vibrant center for Lafayette. Odd13 Brewing made the leap of faith when it opened Lafayette's first brewpub in a dilapidated building and created the spark that ignited revitalization on Simpson Street. The adaptive reuse of Lafayette Commons at 400 E. Simpson St. has created new life in a once-empty building. The City and LURA worked with the owner to reconstruct the historic façade, which now is the site of 22 offices. A new coffee shop, art gallery, photography studio and a new residential development – Simpson Old Town – now are making Simpson Street, along with Public Road, creative, diverse and eclectic.

While projects seem to be popping up everywhere, some have been in the works for several years and now are coming to fruition, while others are new and the result of companies from other areas making the decision to locate to Lafayette. Facilities such as PowerBack Rehabilitation, next to Good Samaritan Medical Center;

Meridian, a memory-care/assisted-living facility on Highway 287; TruCare, an adult day-care facility and another assisted-living facility planned near the hospital, will give residents more options as they move into the next phases of their lives.

As Lafayette moves forward, future developments will be aided by the new "North Metro Enterprise Zone," which will provide investment tax, job training and vacant building rehabilitation tax credits. This will give Lafayette the opportunity to encourage revitalization in our existing business parks.

Lafayette once was considered just a wide spot on Highway 287, but through many years of hard work, careful planning and visionary thinking we are becoming the full-service, successful community we always knew we could be.

The Lafayette Chamber of Commerce and the city of Lafayette have worked diligently to create events that draw thousands of people to Lafayette each year. With our four successful breweries, new restaurants and businesses opening, and infill housing projects, we are becoming known in the region as "the" place to be.

Vicki Trumbo is executive director of the Lafayette Chamber of Commerce.

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A therapist with Altitude Physical Therapy works with a patient on hip-joint mobilizations.

COURTESY ALTITUDE PHYSICAL THERAPY

Demand high for post-surgery rehab

Traditional and new treatments aid active, aging patients

By Beth Potter
news@bizwestmedia.com

Maybe it's the skiing and the other active fitness sports people on the Front Range practice well into their Baby Boomer years.

Or maybe it's just the fact that we're all living longer.

Whatever the cause, rehabilitation after orthopedic surgery for knees and hips appears to be the most common need for patients along the Front Range, based on anecdotal polling. Ankle injuries and balance issues are another top rehabilitation area. Shoulder and rotator cuff rehabilitation comes in at No. 3.

Traditional and nontraditional therapy and rehabilitation centers can help.

Knee conditions get worse and broaden as patients age, according to Grey Rudolph, therapy department director at Orthopaedic & Spine Center of the Rockies, which has offices in Fort Collins and Loveland. Patients often come to him complaining of pain in front of the knee, Rudolph said. Or they tear the meniscus cartilage around the knee while playing various active sports. The meniscus is the cartilage

Top issues

■ Top physical-rehabilitation issues along the Front Range:

1. Rehabilitation related to orthopedic surgery, including knee and hip replacements, ankle sprains and balance issues
2. Low back pain
3. Rotator cuff injuries and other related shoulder pain
4. Neck pain
5. Cardiac rehabilitation

Sources: Orthopaedic & Spine Center of the Rockies (offices in Fort Collins and Loveland), Alpine Physical Therapy in Longmont

■ Top issues for older patients:

1. Rehabilitation related to orthopedic surgery
2. Cardiac rehabilitation after a heart attack
3. Respiratory rehabilitation related to chronic obstructive pulmonary disease, or COPD
4. Rehabilitation from infection
5. General body-strength rehabilitation

Source: Centre for Health and Rehabilitation in Fort Collins, a division of Columbine Health Systems

that supports and cushions the knee, and Rudolph said it degenerates as we age.

Knee pain most commonly is related to impaired movement patterns many of us have either in our hips or around the feet and ankles, Rudolph said. Patients often find that they must

Please see **Rehab**, page 17A



CENTRE AVENUE HEALTH & REHAB FACILITY

A rehabilitation therapist works with a patient at the Centre Avenue Health & Rehab Facility in Fort Collins. The center is owned by Columbine Health Systems.

New mantra: 'Exercise is medicine'

Boulder Community Health, CU partner in new sports center

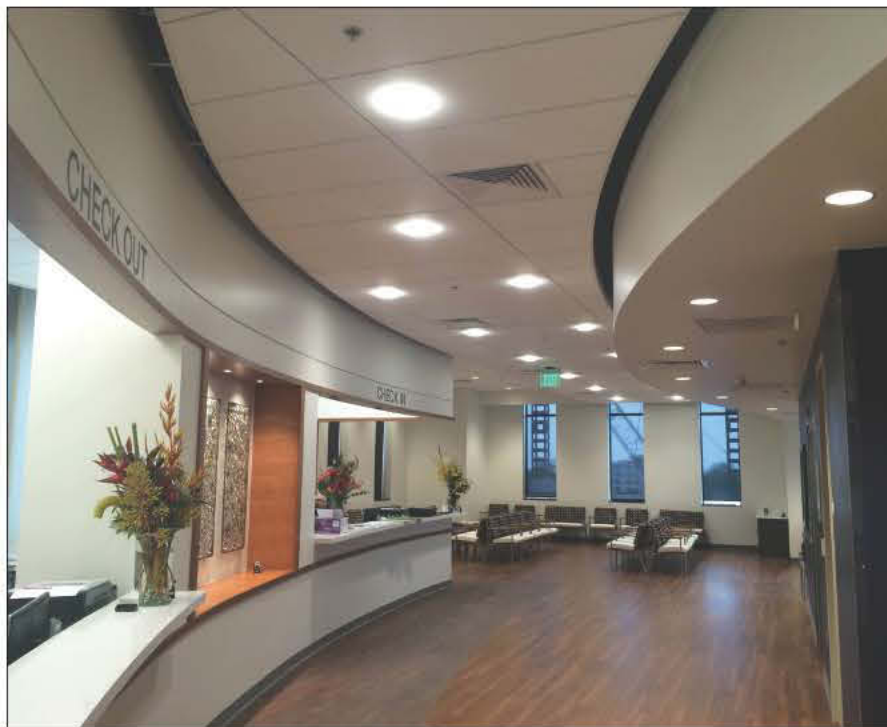
By Beth Potter
news@bizwestmedia.com

Former volleyball athlete Christina Houghtelling walks around the lobby of the Sports Medicine and Performance Center at the University of Colorado Boulder, eager to test a new black brace fitted around her right knee.

Doctors found a torn lateral meniscus in a "scope," or arthroscopic surgery, of Houghtelling's knee. They fitted her with the "unloading brace" to reduce stress around the knee and help the torn cartilage heal.

In a nearby room at the center, patients work on various moves with physical therapists. In yet another room, workers are putting the finishing touches on a "swim flume" pool, which provides digital feedback about a user's swimming stroke through mirrors on the bottom of the pool and a video system.

The 28,000-square-foot center opened Aug. 18 on the second floor of the new Champions Center on the



COURTESY BOULDER COMMUNITY HEALTH

The Sports Medicine and Performance Center at the University of Colorado Boulder is a partnership between Boulder Community Health's former Boulder Center for Sports Medicine and the University of Colorado School of Medicine.

north end of Folsom Field at 2150 Stadium Drive in Boulder.

It's a joint partnership between the staff at Boulder Community Health's former Boulder Center for Sports Medicine at 311 Mapleton Ave., and workers at some University of Colorado School of Medicine

facilities formerly located on the Anschutz campus in Aurora. The former Boulder Center for Sports Medicine leases the space from CU for an undisclosed sum, said Eric Medved, the center's executive director.

The facility is part of the University of Colorado Athletic Department's

"This is not just sports performance. It's health and wellness. And who doesn't want to be healthier?"

Inigo San Millan, Sports Medicine and Performance Center

\$156 million facilities expansion on the south end of Folsom Field. In addition to sports medicine and physical therapy, the center also offers the highest-quality sports performance equipment and its own imaging area, featuring magnetic-resonance imaging, or MRI, and two X-ray machines, Medved said.

The new space has a bigger gym than the old office and 14 private doctor-patient consultation rooms, Medved said.

Don't be intimidated by the gleaming technology, though, said Rich Sheehan, a Boulder Community Health spokesman. The center is meant to be used by everyone in the community, from a recreational athlete training for her first triathlon to members of the CU football team, Sheehan said.

Please see **Sports**, page 17A

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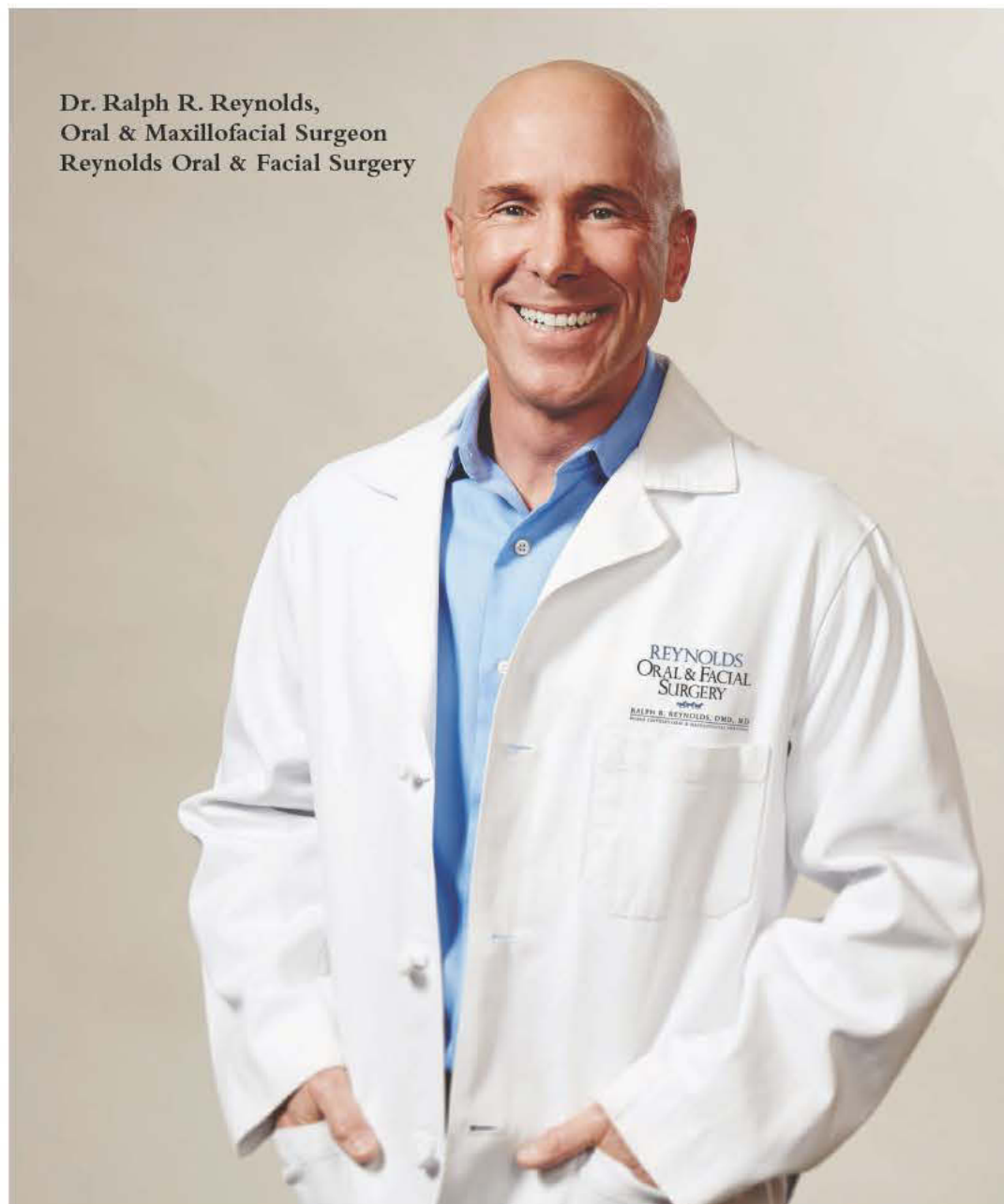
Physical Therapy & Rehabilitation Centers - Boulder Valley

Ranked by number of therapists

Rank	Clinic	Therapists Employees Patients 2014	Specialties	Phone E-mail Website	Person in Charge Parent Company
1	Avista Therapy Center 80 Health Park Drive, Suite 50 Louisville, CO 80027	24 28 1,322	Adult physical, occupational and speech therapy, sports medicine, ortho-manual therapy, dry needling, massage therapy, women's health-pelvic floor dysfunction, incontinence, lymphedema massage, sports performance and coaching, Alter G treadmill.	303-673-1240 jeffwagner@centura.org www.avistahosp.org	Jeff Wagner, director of physical medicine Centura Health
2	CU Sports Medicine Performance Center 2150 Stadium Drive Boulder, CO 80309	20 N/A N/A	Sports medicine, sports performance, physical therapy & imaging.	303-315-9900 N/A cusportsmedcenter.com	Eric Medved, Executive Director; Jason Glowney, medical director Boulder Community Health & CU School of Medicine
3	North Boulder Physical Therapy 3000 Center Green Drive, Suite 110 Boulder, CO 80301	20 27 2,900	Physical therapy, occupational therapy, hand therapy, orthopedic physical therapy, sports physical therapy, woman's health, Pilates, post op care, MVA care, worker's comp care, lymphedema.	303-413-9903 debra@northboulderpt.com www.northboulderpt.com	Debra Layne, owner
4	Boulder Community Health Rehabilitation Services 1100 Balsam Ave. Boulder, CO 80301-9019	18 13 4,000	Physical therapy, occupational therapy, Speech/Language therapy, counseling, hand therapy, cognitive therapy, neurology, orthopedic, cancer and pelvic floor rehabilitation services.	303-441-0493 cholland@bch.org www.bch.org	Virginia Carducci, director rehabilitation services
5	Functional Fitness & Wellness Center 2868 30th St. Boulder, CO 80301	17 1 1,823	Specialty orthopedic therapies, pelvic floor dysfunction, class 4 laser therapy, Ashiatsu, Rossiter technique, dry needling, therapeutic massage, personal training, corrective exercise, barefoot training specialties, reiki, reconnective therapy.	303-440-1440 samianetta@gmail.com www.functionalfitnessusa.com	Samuel Iannetta, founder/master trainer
6	Avanti Therapy 5350 Manhattan Circle, Suite 100 Boulder, CO 80303	10 12 N/A	General orthopedics and sports medicine, video gait analysis, specialty programs for cancer survivorship, those with scoliosis, and patients with disk pathology.	303-543-1201 info@avantitherapy.com www.avantitherapy.com	Julie Edelman, PT, DPT clinical director
7	Alta Physical Therapy and Pilates 2955 Baseline Road Boulder, CO 80303	10 12 727	Orthopedics and sports medicine.	303-444-8707 info@altatherapies.com www.altatherapies.com	Jane Milliff, owner
8	Coal Creek Physical Therapy LLC 315 South Boulder Road, No. 100 Louisville, CO 80027	8 16 1,131	Orthopedic rehabilitation for all musculoskeletal pain and injury, head aches, dizziness/vestibular rehabilitation, pelvic floor rehabilitation, orthotics, stress management, chronic pain and PTSD.	303-666-4151 julie.ccpt@gmail.com www.coalcreekpt.com	Julie Byrt, executive director
9	Pace West Physical Therapy 1800 30th St., Suite 215 Boulder, CO 80301	6 8 1,575	Manual therapy, spinal care, dry needling, foundations training, yoga, ergonomic assessments, sports injury rehab, orthopedic care.	303-546-9201 info@pacewestpt.com www.pacewestpt.com	Christopher West, owner/physical therapist; Trevor Pace, DPT; Darcy Pace, MPT
10	Physical Therapy of Boulder 3020 Carbon Place, Suite 330 Boulder, CO 80301	6 6 N/A	Physical therapy – spine, knee, shoulder, vertigo, hand, wrist, elbow, ankle, foot, sport.	303-938-1141 ptboulder@earthlink.net www.ptofboulder.com	Doug Hanna, Owner/physical therapist
11	Bodywise Physical Therapy 713 Pearl St. Boulder, CO 80302	6 8 N/A	Physical therapy and massage therapy.	303-444-2529 bodywiseboulder@gmail.com www.bodywisept.com	Julie Hanson, owner Bodywise
12	North Boulder Pilates 3000 Center Green Drive, Suite 140 Boulder, CO 80301	6 7 300	Pilates taught by physical therapists.	303-601-6666 nbpilates@qwestoffice.net www.northboulderpilates.com	Debra Layne, PT, managing member

Region surveyed includes Boulder and Broomfield counties.

Researched by Chad Collins
N/A-Not Available



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Ranked by number of therapists

Rank	Clinic	Therapists Employees Patients 2014	Specialties	Phone E-mail Website	Person in Charge Parent Company
1	Centre Avenue Health & Rehab Facility 815 Centre Ave. Fort Collins, CO 80526	31 180 771	Post-operative, orthopedic, adult neurological, cardiac, 24-hour skilled nursing care, including wound care, infusion therapy, physical and occupational therapy, speech language pathology, physician and nurse practitioner services.	970-494-2140 Erik.Margolis@columbinehealth.com www.columbinehealth.com	Erik Margolis, Administrator Columbine Health Systems
2	Northern Colorado Rehabilitation Hospital 4401A Union St Johnstown, CO 80534	25 150 1,346	Acute inpatient rehabilitation, outpatient therapy center.	970-619-3400 N/A www.ncrh.ernesthealth.com	Mike Phillips, Area Director
3	Harmony Hand & Physical Therapy 1455 Main St., Suite 160 Windsor, CO 80550	20 25 1,600	Physical therapy, occupational therapy, post-offer employment testing, hand therapy, orthopedic rehabilitation.	970-674-9675 bcummings@harmonyhand.com www.harmonyhand.com	Brenda Cummings, Partner Colorado Physical Therapy, LLC
4	Harmony Hand & Physical Therapy 3744 Timberline Road, Suite 103 Fort Collins, CO 80525	20 25 1,800	Physical therapy, occupational therapy, hand therapy, lymphedema, post-offer employment testing, orthopedic rehabilitation.	970-204-4263 bcummings@harmonyhand.com www.harmonyhand.com	Brenda Cummings, Partner Colorado Physical Therapy, LLC
5	UCHealth/ Children's Therapy Services 1500 S. Lemay Ave, Building C Fort Collins, CO 80524	15 18 N/A	Pediatric physical, occupational, and speech therapists.	970-495-8780 N/A www.uchealth.org	Kerri Applegate, MPT, Manager Rehabilitation Services University of Colorado Health
6	Center for Neurorehabilitation Services 1045 Robertson St. Fort Collins, CO 80524	14 25 600	Neuropsychological evaluation, neurology, physical, occupational, speech/language, music therapy, adaptive driving rehab.	970-493-6667 info@brainrecov.com www.brainrecov.com	Christy Dittmar, clinic director
7	Rebound Sports & Physical Therapy 295 E. 29th St., Suite 10 Loveland, CO 80538	14 35 N/A	Physical therapy, massage therapy, dry needling.	970-663-6142 rebound@reboundssportspt.com www.reboundssportspt.com	Brad Ott, president; Casey Robinson , general manager
8	UCHealth Physical Medicine and Rehabilitation - Fort Collins 1106 E. Prospect Road, Suite 100 Fort Collins, CO 80524	13 20 N/A	PT, OT, SLP, Ortho, neuro, cancer, amputee, incontinence, lymphedema, vestibular, pelvic pain.	970-495-8454 N/A www.uchealth.org	UCHealth
9	UNC - Rocky Mountain Cancer Rehabilitation Institute Ben Nighthorse Campbell Center Greeley, CO 80639	10 5 150	Exercise rehabilitation.	970-351-1876 rmcri@unco.edu www.unco.edu/rmcri	Reid Hayward, Director University of Northern Colorado
10	Good Samaritan Society - Fort Collins Village 508 W. Trilby Road Fort Collins, CO 80525	7 110 200	Physical, occupational & speech therapy.	970-226-4909 fpitzl@good-sam.com www.good-sam.com	Fred Pitzl, administrator Good Samaritan Society
11	Ensign Skills Center 3307 S. College Ave. Fort Collins, CO 80525	6 5 433	Occupational therapy, low vision.	970-407-9999 info@ensightskills.org www.ensightskills.org	Denny Moyer, President/ CEO Ensign Skills Center, Inc.
12	Ensign Skills Center DBA Curtis Strong Center 918 13th St., Suite 4 Greeley, CO 80631	6 5 433	Occupational therapy, low vision.	970-353-9417 melody@ensightskills.org www.ensightskills.org	Denny Moyer, President/ CEO Ensign Skills Center, Inc.

Region surveyed includes the city of Brighton and Larimer and Weld counties.

Researched by Chad Collins
N/A-Not Available

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ACA deadline nears: What it means to you

By Beth Potter
news@bizwestmedia.com

The deadline for Affordable Care Act compliance is coming at the end of the year.

That means folks in the health insurance industry expect to be even more busy than usual in the next several months.

By law, any health-insurance plan that does not meet federal Affordable Care Act rules will not be allowed, starting in 2016. Major ACA coverage changes include things such as pediatric dental care, preventive care and contraceptives.

New compliance rules originally were scheduled to go into effect in 2014 after the ACA became law in 2010. In general, the federal health-care reform program, now commonly known as "Obamacare," charges penalties to people who do not have health insurance.

When it appeared that many individuals and small companies weren't going to meet the 2014 compliance deadline, President Obama said individual states could choose to continue allowing non-ACA-compliant insurance plans until Dec. 31, 2015.

Colorado was one of the states that took the continuation deadline, in part to make sure uninsured residents had time to sign up for coverage through the new health-insurance exchange Connect for Health Colorado.

Now it's time to make the transition to ACA-compliant plans, Colorado Commissioner of Insurance Marguerite Salazar said in a recent press statement.

The deadline is expected to affect insurance brokers in three key ways:

■ Insurance brokers continue to educate small companies.

Many "virgin group" employers that have never offered insurance coverage are coming back to find out how high their employee insurance rates might be, should they decide to sign up for group plans, said Kendra Johnson, a health-care reform specialist at Flood & Peterson Insurance Inc.'s office in Fort Collins. The company also has offices in Denver and Greeley. Employers who come in say they can't afford to pay 100 percent of their employees' insurance coverage but can pay a good chunk, Johnson said.

Employers Johnson talks to say they want to "do the right thing," Johnson said.

Now that employee participation requirements have changed for many health-insurance plans, it sometimes can make more sense to offer a company plan, Johnson said.

Colorado was one of the states that took the continuation deadline, in part to make sure uninsured residents had time to sign up for coverage through the new health-insurance exchange Connect for Health Colorado.

However, it can be expensive. If, for example, only 16 people out of a company of 300 want to enroll in a company health-insurance plan, the rates probably will be really high, Johnson said.

"That puts an employer in an interesting place," she said. "It's a Catch-22."

■ Insurance brokers continue to educate individuals.

On the other side of the coin are employees who would rather buy health insurance through Connect for Health Colorado so they can receive a federal tax subsidy for the next several years - part of the incentive system to enroll. Those employees need to check all of the rules carefully, however; if their companies offer health insurance plans, they generally can't receive subsidies from Connect for Health Colorado, Johnson said.

■ Insurance companies, including local insurance broker companies, face new business models.

The ACA requires health-insurance companies to submit data about how much of their charged insurance premiums are spent on clinical services and quality improvement. If the Medical Loss Ratio, as it's called, is not at least 80 percent for medical care, companies have to pay rebates back to their customers.

Already, the Medical Loss Ratio has meant job loss in the insurance industry, according to information from the National Association of Health Underwriters that was provided by Johnson. The industry group is lobbying to have broker commissions be exempt from the Medical Loss Ratio in the future.

The ACA compliance deadline may affect consumers in three key ways:

■ Higher deductibles and co-pays.

Costs have gone up for insurance companies, and they're passing those

costs on to consumers, said Kevin Cruz, a broker-partner at Sage Benefit Advisors in Fort Collins. As an example, ACA-compliant plans must include things such as preventive care, Cruz said. In addition, insurance companies now pay a fee of about 5 percent to fund Connect for Health Colorado.

■ In general, insurance plan costs will continue to go up steadily.

Expenses in the medical industry continue to rise, meaning a "normal increase" in premium costs this year for consumers who have individual plans, Cruz said.

■ Consumers who don't buy health insurance plans will continue to pay tax penalties.

While it be stating the obvious, many consumers who now are signing up for individual plans don't like the tax penalty, Cruz said.

Many companies and individuals have made their way to the Sage office to get help signing up in recent months. Brokers there signed up 1,500 policies in the most recent open-enrollment period, the second highest for any company in the state, Cruz said.

"The economy is booming, with tons of new companies," Cruz said. "We can't even keep up with all the business right now."

State Division of Insurance regulators work backwards from the health-insurance open-enrollment period that traditionally comes in November. So they've just wrapped up their own busy period and already are looking to next summer, said spokesman Vince Plymell. Division employees review all insurance company plan rates in a process in which companies must justify the premiums and benefit packages in plans.

Next summer, division employees will check to make sure all insurance plans in Colorado are in compliance with the ACA, as well as with any other related state and federal laws, Plymell said.

"That's how we spend our summer vacation period," he said. "Before ACA, these (open-enrollment insurance policies) came in throughout the year, but now they're grouped into one season, so that concentrates a lot of our effort."

Carriers submit data to the Division of Insurance annually to support their proposed insurance rates. The data is meant to ensure that insurance rates are not excessive but that they're adequate to pay claims, according to information on the Division of Insurance website.

Puttin' on the Ritz

It's not easy doing the rehabilitation to get her new knee working well, but it's better than the alternative of continuing to try to get around on her old, arthritic knee, said Nancy McCormick, 66, of Loveland.

Dr. Kirk Kindssater replaced a knee that was swollen and bowed out to the left, McCormick said. Two days after knee surgery, McCormick was doing occupational therapy with a therapist at the facility – simple exercises with a balloon and with a stretchy band. Three days after knee surgery, McCormick is learning how to get up and out of a chair and into a special type of walker made especially for rehabilitation.

McCormick said she chose the Centre Health facility because she saw how nice it was when her mom visited in 2008.

"I said, 'This is the Ritz-Carlton of rehab centers' then, and it still is," McCormick said.

She said Medicare/Humana paid for the surgery, giving her up to 30 days for the rehab afterward.

Rehab, from 12A

change their entire lower movement patterns to correct deficiencies from the knee down to the foot or above the knee to the hip, he said.

Good lifestyle habits such as healthy eating and no smoking help healing, he said.

"Dry needling" is a relatively new therapy used to treat chronic conditions and movement restriction at Alpine Physical Therapy in Longmont, said Julia Richardson, a physical therapist. It can be used to treat a variety of common soft-tissue injuries, including knee pain, low back pain and headaches, among other things.

Alpine's therapists also have patients use "muscle energy techniques" to align their bodies. Therapists also use Pilates-based physical therapy to help patients gain strength, Richardson said.

For older patients, rehabilitation can take longer and also often includes a focus on general strength, said Erik Margolis, administrator at the Centre for Health and Rehabilitation in Fort Collins.

An in-house gerontologist recommends that people try to maintain a healthy lifestyle that includes exercise and a healthy weight to keep recovery times shorter if they get injured, no matter if they're young or old. As people age, they also should try to keep up with a preventive health-care routine of regular check-ups and screenings.

With that in mind, some patients are in and out of the 90-bed, in-patient facility in five days; others stay for three weeks, Margolis said. The facility offers rehabilitation treatment for virtually any patient need, from a car accident to cancer treatment.

About 80 percent of patients have

Sports, from 13A

On the north side of the center, several rooms with floor-to-ceiling windows face the foothills. You can get a "bike fit" there, or have your aerobic capability tested in an exercise physiology area.

The Human Performance Lab is a place to test the new "Exercise is Medicine" trend sweeping the fitness and medical worlds, said Inigo San Millan, who came to the facility from the Anschutz Health and Wellness Center on the Anschutz campus.

"Exercise is medicine" calls for doctors and other health-care providers to include physical activity in all patient treatment plans. The global initiative managed by the American College of Sports Medicine soon will be covered by insurance, San Millan believes.

In the meantime, users pay out of pocket to use the high-tech Woodway treadmill and bicycle measurement machines. Prices are competitive with those at private sports fitness programs around Boulder, San Millan said.

Three types of athletes come in for the individualized training plans at the center, San Millan said.

Competitive athletes and local amateur athletes who want to get better. San Millan and his compatriots use the exercise physiology measurements and blood work to create the training plans.

Recreational athletes who want to sign up for their first 10K, marathon or triathlon. "It's their passion," San Millan said. "Right now they run around the block, but they want to train with a purpose, and they don't know how to train."

People sent by their physicians who have embraced the "exercise is medicine" mantra, San Millan said. Recent studies indicate that exercise has been just as effective as medicine in lowering the incidence of some future cancers and in helping to get some chronic diseases under control, he said.

CU athletes also make their way to the center, as do some junior cycling groups in the Boulder region, said Ryan Kohler. The two men have expertise with world-class athletes for more than 20 years, including Tour de France bicyclists and winners. When it comes to the football team, "we go to them," San Millan said.

Because of San Millan's past work with elite cycling athletes and others, he said, he now easily pinpoints issues such as poor nutrition, excessive training and poor recovery in any athletes – just by analyzing their blood.

"This is not just sports performance. It's health and wellness," San Millan said of the information he provides to clients. "And who doesn't want to be healthier?"

Medicare or a related form of health insurance, Margolis said. The Fort Collins campus is one of three targeted at older patients that's operated by Columbine Health Systems. The other two are in Loveland and Windsor.

There's an executive chef and restaurant-style dining. Centre Health collaborates with a local farm to offer choices that can help patients "eat healthy," Margolis said.

With rules related to the Affordable Care Act has come a push to help patients get well more quickly at Centre Health, Margolis said. The average length of stay was 22 days for all rehabilitation cases last year.

"Our best chance is to get people back to their homes," Margolis said.

For older patients, rehabilitation can take longer and also often includes a focus on general strength, said Erik Margolis, administrator at the Centre for Health and Rehabilitation in Fort Collins.



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2015 IQ Awards



Celebrate Innovation in Boulder Valley!

Innovation drives the Boulder Valley economy, and the IQ Awards celebrates the Innovation Quotient among Boulder Valley businesses, honoring the region's most-innovative companies, individuals, products and services. Nominees must be based in Boulder and Broomfield counties, Denver/Boulder corridor, and local divisions of national or international companies that were instrumental in the innovation.

Award categories

- **IQ Awards for Innovative Products or Services** — IQ honors products and services that have demonstrated a high degree of innovation, with strong market potential. Up to seven honorees will be named for innovative products or services. Finalists for the awards perform mini "pitch-slam" sessions for a panel of local experts on innovation and entrepreneurship.
- **Innovator(s) of the Year** — Honors an individual entrepreneur or researcher. An entrepreneur will be considered for fostering a culture of innovation within their company, while a researcher or team will be considered for a major discovery or innovation.
- **Innovative Company of the Year** — Recognizes a Boulder Valley company for promoting a culture of innovation in the region.
- **Incubator/Accelerator of the Year** — Honors a Boulder Valley incubator or accelerator that has had a major impact promoting innovation in the Boulder Valley.

Tuesday, October 6, 2015

Doors Open at 5:00 pm and registration starts at 5:30

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Important drawback to a 'smart' salesperson

Has this ever happened to you? You're in the middle of your second or third "good conversation" with a prospect. Everything's going great. The prospect seems engaged and positively disposed to work with you. The prospect poses an innocent-sounding question:

"Anne, how big is your company?"

Without hesitating for even a moment, you answer that question. You recite, more or less verbatim, the standard reply you were trained to recite when people ask you about the size of your company, the answer laid out for you in your orientation training, your website, your phone scripts and your press releases: 500 employees, one headquarters location and three offices in three states.

The prospect nods. The conversation continues. Although there are plenty of smiles, pleasantries and earnest promises to be in touch as you wrap up the meeting, the oddest thing takes place once you leave the building:

All forward motion in the sale stops.

The prospect no longer returns your calls. Your emails receive ambiguous replies. Weeks pass by. You're off the prospect's radar screen. You find that no one else in the company seems willing to acknowledge your attempts to reach out, either. It's like the prospect has ordered everyone in the enterprise to deny your company's existence.

What happened? You answered the prospect's question.

Northern Colorado is home to a high concentration of leading-edge companies in technology, manufacturing and professional services. Smart people work at those companies, many with advanced degrees, who have spent their whole life cataloging professional/company knowledge and wisdom.

In effect, our intelligent sales, marketing and business-development workforce has been conditioned for most of their lives to "have the right answer" and "educate prospects" on their product or service. Unfortunately, all of this intelligence can be a real problem in professional selling.

David Sandler advised that you should only answer your prospects' questions if doing so can help you – or at least can't hurt you. Since prospects tend to "smokescreen" their questions – meaning that they tend to ask ques-

tions whose true purposes aren't likely to be clear to you at first – you must make sure, first and foremost, that you're answering the real question.

Guess what? When that prospect asked, "How big is your company?" the real question was:

"Will you be able to handle an 11-state field territory?"

As it happens, you can handle an 11-state territory. However, your company's standard answer, which you were taught during onboarding sessions and company training, only mentions three states. That was enough (non)information for this prospect to tune you out – without telling you why and asking her real question.

In most cases, and especially in the early going, you have to assume that every question you hear from a prospect is a smokescreen question. So the question, "How soon would you schedule an installation for us?" may mean, "We'd like to hold off for 30 days and put this into the next quarter."

The question "How strict are you with multiple user discounts?" may mean, "Can I take advantage of multiple user discounts and have our part-time admins access the platform?"

If you make a habit of answering the first question you hear, you'll never understand the real question! You must discover why the prospect asked the question you just

heard. You must identify the underlying intent. If you don't know the intent – the importance and true relevance of the question to the topic of discussion – you can't respond intelligently.

How do you identify the intent? By "reversing."

Reversing is the strategy of responding to your prospect's questions and statements with a question. It puts the verbal "ball" back in the prospect's court.

Reversing prevents you from attempting to mind-read. It adds clarity and completeness to the prospect's smokescreen questions and statements. It helps you uncover the underlying intent of those questions and statements.

You should be an expert on your company, its services and products. Learn all you can about your business. Just don't tell anyone.

While that sounds like an overstatement, it takes true restraint and a strong desire to focus diligently on what the prospect really needs and is asking for to master this technique. Try it today and see if you don't learn more by being "less smart!"

Bob Bolak is president of Sandler Training. Contact him at bbolak@sandler.com.



SALES SMARTS
BOB BOLAK

When that prospect asked, "How big is your company?" the real question was: "Will you be able to handle an 11-state field territory?"

Behind Every Great Building, Is A Great Story.



After a nearly 50 year hiatus, Tivoli Brewing Company has returned to its original home in the Tivoli Student Union building on the Auraria Campus. Tivoli has just opened their new brewery, taproom, and restaurant on the campus serving the historic craft beers they have come to be known for. They will call on their 150 years of Colorado history to partner with Metropolitan State University's Hospitality, Tourism, and Events program to help train students in beverage management, brewery science, and industry operations.



Brinkman worked with Tivoli owners on this historic renovation project that resulted in the landmark space.

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Wonderland Creek Townhomes in North Boulder will feature 41 units for rent at the northeast corner of Kalmia Avenue and 28th Street.

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Woodard, Brinkman begin North Boulder townhomes

By Doug Storum
dstorum@bizwestmedia.com

BOULDER — Developer Scott Woodard of Boulder and Fort Collins-based builder Brinkman Partners have broken ground for the downsized Wonderland Creek Townhomes project in North Boulder.

Woodard, owner of Fit Properties in Boulder, and Brinkman Partners are among a group of investors in WTC LLC, the entity that is developing the five-acre site located at the northeast corner of Kalmia Avenue and 28th Street.

Wonderland Creek Townhomes will consist of 41 two- and three-bedroom townhomes that will be rented, and four Habitat for Humanity homes.

Woodard said the project was scaled back from 49 units, and added costs will be incurred to meet suggestions by neighbors and the city's planning department to reduce den-

sity and add exterior features. He said WTC paid more than \$2.7 million in fees to the city, more than 15 percent of the project cost of \$17.7 million.

"At the outset we wanted to offer moderately priced rentals, but after a year of neighborhood and planning department meetings, not anymore," Woodard said. "We held over 30 neighborhood meetings and changed the project significantly because of the neighborhood feedback. ... Sadly, the neighbors' demands robbed the community of moderate-income housing as intended."

Woodard said two-bedroom townhomes will rent for \$2,500 per month, and three-bedroom units will be \$2,800.

The project is designed by Sopher Sparn Architects LLC of Boulder. Each unit will be fitted with a three-kilowatt photovoltaic solar system that when combined with a high level of insulation and energy-efficient mechanical

systems will provide a net-zero energy footprint—generating as much energy as it uses.

The buildings are designed to reduce heat loss and gain while providing natural light for views and quality of life. They will have low-flow water fixtures and high-efficient lighting systems.

Trees will be added to create shady walkway connections and shade over patios for residents and the parking area. An existing line of trees along the east side of the property will be maintained to provide a landscape buffer between the project and neighboring residences.

Wonderland Creek and a multiuse path cuts through the southwestern portion of the site, providing access to Boulder's bike system. The property is located on a Regional Transportation District bus line and is within walking distance of shops and restaurants.

PROPERTY LINE

Calif. investors compiling farm land in west Berthoud

BERTHOUD — California-based residential investment firm Access Land Company LLC, through its entity ALC Berthoud LLC, has purchased nearly 200 acres near Loveland Reservoir along the east side of North County Road 17 through several recent acquisitions, according to Larimer County public records.

On Aug. 17, Access Land paid \$4 million for 78 acres to WBV Berthoud LLC, a group that includes Broomfield-based developer Timothy Wiens, Thomas Wiens and Joel Wiens, which purchased the land in 2005 from Fagan Farms RLLP for \$4.1 million.

In May, Access Land Co., through the same entity, acquired two parcels of land totaling about 100 acres directly west of the former Fagan Farms property. That land was bought from Fairgrounds Business Park LLC, registered to Jon Turner of Windsor in a deal totaling \$5.5 million. According to Larimer County assessor records, each parcel sold for \$2,743,654.50. Access Land also owns a 12-acre parcel adjacent to those parcels.

Homebuilders acquire more lots at Colliers Hill in Erie

ERIE — Two builders have purchased more lots from the developer of Colliers Hill in Erie to construct homes for the first phase of the master-planned 963-acre, 2,800-home community.

Boulder-based Community Development Group, headed by Chuck Bellock, in August sold 149 lots to Shea Homes for \$6.4 million, and Richmond American Homes paid \$4.5 million for an undisclosed number of lots, according to public records.

Representatives of Community Development Group and Richmond American Homes did not respond to a request for an interview.

Originally known as Bridgewater and then Daybreak, Colliers Hill sits along the north side of Erie Parkway, running roughly from Weld County Road 3 to County Road 5 on the east side of town.

Developer buys 24 acres near proposed Longs Peak Hospital

LONGMONT — Developer Richard Groves appears to still have plenty of interest in the northwest corner of Colorado Highway 119 and County Line Road in southeast Longmont.

Groves' Actis LLC, through the entity FHC Investors LLC, closed recently on the \$3,256,101 purchase of 23.8 acres that is adjacent to the 44-acre parcel FHC Investors sold to UHealth for a new hospital just two months ago.

Part of the new parcel—which sits to the north of the hospital property and on the west side of County Line Road—is zoned industrial, while the rest is zoned commercial. An official for the city's planning department said that no development-review applications have been submitted for the property.

FHC Investors sold roughly 45 acres at the corner of 119 and County Line to UHealth in June for \$9.6 million. UHealth is planning to open the 50-to-75-bed Longs Peak Hospital at the site by late 2016 or early 2017.

Make room for Boulder's incoming new residents

When the BizWest folks asked me to throw in my two cents this month about the city of Boulder potentially purchasing the Boulder Community Hospital Broadway Campus, my initial reaction was mixed. Part of me thinks the opportunity and significance of this site could only be fully realized by private development. On the other hand, the city can pretty much do whatever it sees fit.

So what belongs on the BCH site?

The city of Boulder has an "agreement in principle" to purchase the 8.8-acre site from Boulder Community Hospital for \$40 million.

"Site" seems like kind of an understatement, because \$40 million includes the former main hospital building, several other buildings, lots of parking and a helicopter pad, just in case Donald Trump stops by. Seems like a good deal, right? The city has intimated that one of the primary uses it is considering for the site is additional offices for city departments and staff.

Expansion of city office use at this location has me concerned. Is that the highest and best use of the property? One would think that with the influx of up to 3,000 Google, Uber, Twitter and SolidFire jobs in the next couple of years, the answer

is simple. Clearly, we need more affordable and moderately affordable employee housing, and fast. In tandem with that (and from my experience living nearby), it seems as if it's time for some additional neighborhood-serving retail. While both of those comments may start a firestorm at City Hall and cause angst with some of the neighborhood groups, it seems like the obvious answer to me.

Whatever happens, I think the city needs a complete and thorough process to vet the proper uses on the BCH site. I'm not talking about limited outreach centered on the vocal organized minority groups. I guess I don't need to remind anyone of the current debacle fondly known as "right sizing" where the desires of the few overtook the requirements of the masses.



REAL ESTATE
GEOFFREY KEYS

One would think that with the influx of up to 3,000 Google, Uber, Twitter and SolidFire jobs in the next couple of years ... we need more affordable and moderately affordable employee housing, and fast.

It's time to include and involve the business community in the planning process – specifically, to include those businesses serving the neighborhood, and obviously the soon-to-be major employers headed our way. I'm thinking that the decision makers at some of the larger head count companies are getting a little concerned about employee retention at this point. Of course the neighborhood groups will have a lot of sway in the planning process, but it's time to get the business community more involved as well.

Perhaps those in power at the city need to take a moment to really consider the "karma" of the site. I mean, after all, when you think of the sheer number of our population this facility has cared for over the last 80 years or so, it's pretty mind-boggling. Most of my friends growing up here were either born at BCH, got patched up there or had friends or relatives that worked there, BCH was the center of our medical world. Both of my parents' lives ended there, and my son's life started there.

Just about everyone I know who lives or lived in Boulder has

a Community Hospital story. Some of those are good stories, and some not so good, but the only way you didn't spend some time in her hallowed halls is if your name is R2D2.

I don't think I'm exaggerating (which I'm prone to do quite frequently) when I say that this is probably one of the most

significant redevelopment sites in the history of the city of Boulder. With the enormity of the potential Civic Center area redo in downtown Boulder, which already is pretty mapped out), I question whether the city needs to focus on that for its expansion needs.

So, city of Boulder, let's take a page out of Aspen's playbook on employee housing. Let's make some room for our 3,000 or so new residents. I think it probably can be done well and with minimum disruption to the existing neighborhoods. Whatever happens, this is going to be a long and hopefully not too contentious ride. Stay tuned!

Geoffrey Keys is president of Keys Commercial Real Estate in Boulder. He can be reached at 303-447-2700 or via email at keys@keys-commercial.com.



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BW EXECUTIVE STYLE


JONATHAN CASTNER/FOR BIZWEST

Brett Zimmerman, owner of Boulder Wine Merchant, founded the Boulder Burgundy Festival five years ago and has seen it grow every year.

Festival expanding to toast food as well as wine

By Tommy Wood
news@bizwestmedia.com

BOULDER — Five years ago, the Boulder Burgundy Festival was a smaller gathering of mostly food and wine industry professionals who celebrated what they love.

Since then, it has expanded to become a Boulder community event, and its growth is but one symptom of Boulder's expanding food and drink industry, said Brett Zimmerman, a master sommelier, owner of Boulder Wine Merchant and the festival's founder.

At the festival's inception, its founders chose to focus on wines from the Burgundy region of France because of their traditional inaccessibility. Some top-quality chateaus in Burgundy produce only from 50 to a couple hundred cases of their best wine per year, Zimmerman said. That's in contrast to Bordeaux — France's largest wine-growing region — where some chateaus make from 10,000 to 20,000 cases a year.

Burgundy also was an aesthetic choice, said George Berg Jr. of the law firm Berg Hill Greenleaf & Ruscitti LLP, which underwrites the festival each year.

"Burgundy was a choice of what represented the very best of French wine," he said. "Burgundy has gotten to where it's thought of at least on a level with Bordeaux, and perhaps even a little more fondly in terms of demand

across the world."

The festival is expanding its size and scope, with a constant focus on the Boulder community. It's partnering with restaurants such as the Flagstaff House, Frasca, Oak and PMG. It's bringing in wine from estates such as the Bonneau du Martray and the Dujac. It will seat just less than a thousand people — up from 600 last year — and its sponsors will be local.

Zimmerman said the festival always has tried to build through community sponsors, as opposed to a food and wine festival such as Aspen's, which attracts national and international sponsors. The emphasis on local businesses ties the festival to the community, and it provides a strong networking opportunity.

"Beyond having a very strong penchant for quality Burgundy wine, it has been a great opportunity for us to associate our law firm name with people that are in the food and wine business," Berg said.

Now, Zimmerman and Berg want to use the festival to bring more attention to Boulder's food and drink industry, which they said has expanded organically over the past two decades. Next year, Zimmerman said, the event will be known as the Boulder Food and Wine Festival.

Boulder has an impressive culinary resume. It's home to five master sommeliers, according to the Court of Master Sommeliers, but Berg and

Zimmerman have bigger ideas. They want Boulder to be known as the food capital of Colorado — and more; Berg said it could compete with cities such as Paris and New York.

"It has developed more than just a budding cottage industry," he said. "It has become a very dynamic industry of its own. We believe that the demand is here, the market is here, the desire for education is here."

The festival gives back to Boulder in other ways as well. It has charitable partnerships with the Growe Foundation, which educates children on eating healthy and environmental stewardship, and with the Davis Phinney Foundation, which provides services to improve the quality of life for people with Parkinson's disease.

The festival also is establishing a series of sommelier scholarships for the Boulder area, including one for female sommeliers that should help close the gender gap in the wine industry. According to the Court of Master Sommeliers, only 23 of the 147 master sommeliers in North America are women.

All that, essentially, is the festival's goal.

"It's about education, it's about enjoying food and wine, it's about celebrating the people and the regions of the world that make great wine," Zimmerman said, "and at the end of the day, having fun and adding to what we do in the community."

If you go

Tickets to the Boulder Burgundy Festival may be purchased at www.boulderburgundyfestival.com.

■ **Thursday, Oct. 22**
Champagne and Caviar Kickoff Party
Featuring live music.
CU Koenig Alumni Building
5 to 7:30 p.m.
\$75 per ticket

■ **Friday, Oct. 23**
Best Value Burgundy Wines Lunch
Oak Restaurant
11:30 a.m.
\$95 per person all-inclusive (90 seats available)

Old and Rare Burgundy Seminar
With master sommeliers Jay Fletcher, Brett Zimmerman and Sean Razez, and featuring a selection of wines from the '70s, '80s and '90s.
Proceeds go to the Guild of Sommeliers.
St Julien Hotel
1 to 2:30 p.m.
\$295 per person (42 seats available)

Domaine Dujac Dinner
Food and wine service by a team from the Little Nell in Aspen, featuring a vertical tasting of wines from the domaine preceded by a champagne reception and a selection of rare white Burgundy.
The Academy
6 p.m.
\$395 per person all-inclusive (50 seats available)

■ **Saturday, Oct. 24**
Paulée Inspired Lunch
With a team of the nation's top sommeliers and featuring more than 50 wines from Burgundy.
Proceeds go to Davis Phinney Foundation.
Flagstaff House
11 a.m. to 3 p.m.
\$195 per person all-inclusive (120 seats available)

Domaine Bonneau de Martray Dinner
With winemaker Jean-Charles le Bault de la Morinière, and featuring a vertical tasting of wines from the domaine.
Proceeds go to the Learning Center.
Frasca Food and Wine
6 p.m.
\$435 per person all-inclusive (78 seats available)

■ **Sunday, Oct. 25**
Sit-Down Chablis Brunch
With the wines of Kermit Lynch and special guest Lyle Railsback
PMG Restaurant
10 a.m.
\$75 per person all-inclusive (50 seats available)

Seminar: "A tour of Corton-Charlemagne Grand Cru"
With Jean-Charles le Bault de la Morinière (Bonneau du Martray) and wine writer Ray Isle of Food and Wine Magazine, featuring a vertical tasting from the domaine.
St Julien Hotel
11 a.m. to 12:30 p.m.
\$150 per person (80 tickets available)

Grand Tasting
Featuring more than 200 wines from Burgundy.
Proceeds go to Groove Foundation.
St Julien Hotel
3 to 6 p.m.
\$85 per person (200 tickets available)

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BUSINESS ANSWERS TO PRESSING B2B MATTERS

HEALTH CARE

How can I make healthy choices during end-of-summer parties?

It's easy to get caught up in the fun and conversations that come with attending summer parties and picnics. But it's also important to ensure you're making safe, and healthy choices along the way.

One of the biggest picnic safety culprits at cookouts is undercooked meat. Make sure chicken, hamburgers, and hot dogs are cooked thoroughly – and keep them warmed to the right temperature after grilling, as bacteria can thrive when the temperature changes. Also, any dish with mayonnaise or eggs (like pasta and potato salads) should be kept cool.

To feel full and still enjoy your food, stack your plate with lighter choices. Avoid or minimize chips and sweets. Instead, choose healthier options like veggie trays and fruit salads. And limit your alcoholic beverage and soda consumption. Opt to make infused waters or fun mocktails at home and bring to share with the group.

If weather permits, hit the walking path after you eat. Studies show that performing 15 minutes of light exercise or walking post-meal can aid in weight loss and maintain healthy blood sugar levels.



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WEALTH MANAGEMENT

Financial Preparedness For Women

Many women end up managing their finances alone at some point in their lives. Unfortunately, the first time many of us get involved with financial matters is during a crisis, such as a spouse's death or divorce.

Asking yourself the following questions can help to determine how prepared you are and if you need to talk with a financial advisor.

- Do I have a clear picture of where my assets are located?
- Will my retirement assets provide a comfortable and secure retirement?
- Are my investments appropriate in today's economy?
- What changes in my life are likely to occur within the next three years?
- Would I be prepared for a family emergency if it happened tomorrow?



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INSURANCE

Understanding the Ingredients for Employee Benefits Success

The employee benefits industry has experienced more change in the last five years than the 25 years prior. Rapid evolution has amplified the need to partner with a true benefits consultant.

To compare Consultants (not brokers), align with a partner who offers the following to propel your organization in today's employee benefits world:

- ERISA/ACA Compliance
- Technology
- Data Analytics
- Self-Funding Expertise
- Private Exchange Availability
- Service Team Experience and Makeup
- Health and Performance Improvement
- Communications
- Human Capital Management
- Geographic Accessibility

Top benefits consultants have expert staff dedicated in each of these areas. Unfortunately, too many firms attempt to position day-to-day personnel as compliance experts, or defer to third-party, borrowed resources.

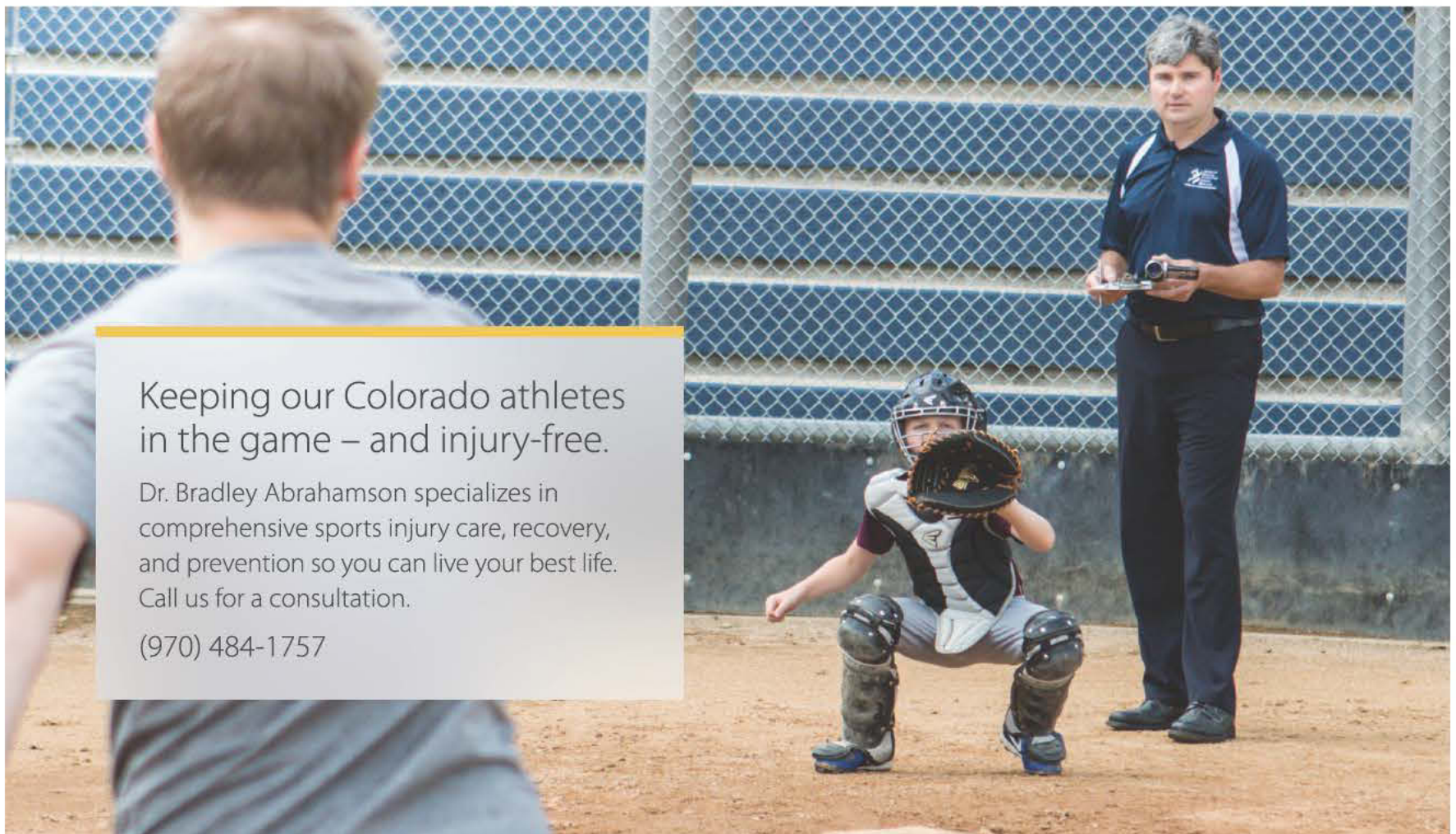
Organizations need long term strategic plans to maximize benefits offerings, provide value to employees, and assure compliance with increasingly complex rules. Partnering with a benefits consultant will empower your company to succeed.



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BW STARTUPS

Remote GeoSystems works to get location-linked video off the ground

By Joshua Lindenstein

jilindenstein@bizwestmedia.com

FORT COLLINS — Jeff Dahlke sees drones becoming a little bit like toasters. Everybody's going to have one.

That's why his Fort Collins-based startup, Remote GeoSystems Inc., is expanding its reach into the unmanned aerial vehicle space.

Since launching in 2011, Remote Geo has been focused on taking video imagery from cameras mounted on both aircraft and automobiles and syncing the video with a map to add geospatial and time components. In large part, the company's hardware and software are used in industries that have long sets of linear aspects that need regular inspection, such as pipelines, power lines, roads, bridges and even wildlife. The only problem is there's a limited number of aircraft flying around.

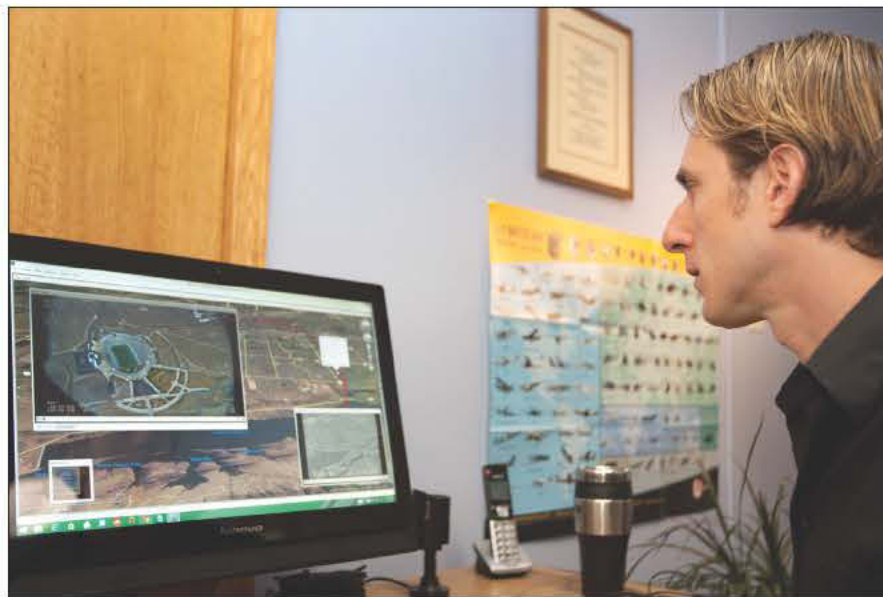
But earlier this month, the company launched a new line of software that can process and map the video being captured by DJI Inspire 1 drones — one of the biggest consumer and pro inspection lines. The plan is to keep updating the software to add compatibility with any number of drone brands to expand the company's reach not only among industrial users but also, eventually, weekend users who, say, want to map their backcountry ski trip.

Adding drone compatibility “exponentially expands our opportunity to sell more, whether that's cloud or software,” Remote Geo cofounder Dahlke said in a recent interview. “We're kind of blazing a trail with what's possible with video.”

Remote Geo has three main lines of products: a geospatial digital video recorder, desktop software and a cloud version of its software. The geoDVR generally is used to collect video shot from helicopters or vans and give that video location-based information. So a utility company might use it to fly along power lines to check for damage. When a broken line or other anomaly is spotted, the person flying can press a spot on the accompanying touchscreen and that point is then dropped into the video with GPS coordinates and any notation that is added about the damage.

“Post-mission inspection reports” then show the video on a map, as well as still images, Microsoft Word or PowerPoint presentations or other assets that add context to given locations.

“I think people are understand-



JOEL BLOCKER/FOR BIZWEST

Jeff Dahlke, managing director with Remote GeoSystems Inc., walks through LineVision Google Earth software Sept. 1. LineVision Google Earth software is a stand-alone desktop software that leverages Google's popular 3D globe to map, analyze and package geo-references.

“I think this is going to be the way that stuff gets inspected and surveyed in the future. It's definitely happening now, but as the FAA loosens the rules (for flying drones), they're going to be flying a lot longer distances.”

Jeff Dahlke, Remote GeoSystems Inc.

ing that video without place is just an image,” Dahlke said. “But putting it on a map and knowing when and where that happened adds another dimension.”

The difference with bringing in drone compatibility is that there isn't a need for the geoDVR because most drones have onboard recording already done either to a hard drive or SD card. Remote Geo's software takes that video and meshes it with the drone's GPS logs to create the post-flight reports so the video can be geographically navigated.

The geoDVRs, which range in price from \$10,000 to \$30,000 depending on features, are generally for large users who already have ultra high-end cameras mounted on an aircraft or vehicle. But the desktop software can range from just \$500 to \$1,300, with many different subscription options for the cloud offering, bringing the technology to a whole new

realm of users.

“I think this is going to be the way that stuff gets inspected and surveyed in the future,” Dahlke said. “It's definitely happening now, but as the FAA loosens the rules (for flying drones), they're going to be flying a lot longer distances.”

Dahlke said a pilot launch of a consumer version of the software that has compatibility with products such as Garmin GPS cameras and even GoPro cameras will occur later this year. But the major focus right now is getting the drone offering off the ground — and raising money.

Dahlke — whose background is in technology and software and systems development — and an unnamed cofounder have bootstrapped the company to this point, taking on no outside investment. While the company doesn't disclose revenue, he said Remote Geo already is profitable. But the company is aiming to raise \$5 million to \$10 million to accelerate growth over the next 12 to 18 months.

Headquartered at 3307 S. College Ave., the company has six employees now but that figure could climb quickly if new funding helps to ramp up sales and marketing efforts. Aside from industrial users, Dahlke is hoping Remote Geo's technology will be attractive to law enforcement and military users as well.

“Where our challenge lies is, there's a lot of moving parts to what we're doing,” Dahlke said. “So as we target different industries, we need to get the specialists onboard to tell the story and make the value proposition to the industry.”

STARTING LINE

4 local firms advance in Startup Showcase

Fresh off of landing new research funding and new lab space, University of Colorado spinoff Mallinda LLC is one of four startups with local ties named finalists for the South by Southwest Startup Showcase, to be held Oct. 5-7 in Austin, Texas. Boulder-based clean chemistry company New Sky Energy won the Greentech category at the event in 2013.

Mallinda is developing a moldable and remoldable carbon-fiber-reinforced plastic that is recyclable, and was spun off from CU technology by Chris Kaffer and Philip Taynton.

The other local companies named finalists for SXSW Eco this year include Longmont-based Quanta3, which is developing high-precision laser sensors for mitigating methane emissions; Boulder-based Sustainable Power Systems Inc., which makes a universal microgrid controller for the growing commercial and industrial-facility microgrid market; and Boulder-based Amp Robotics, which creates autonomous systems that help improve the economics of recycling.

Stream.io raises \$1.75M to boost development tools

BOULDER — Stream.io Inc., has raised a seed round of funding to boost its development tools that help companies drastically reduce the amount of time it takes to build feeds for their mobile apps and websites.

Boulder-based Stream, founded a year ago but Thierry Schellenbach and Tommaso Barbugli, raised \$1.75 million from a group of investors that includes Brad Feld/FG Angels, Techstars Ventures and Tahoma Ventures, among others.

The past few months have been fast-paced for Stream, to say the least. After landing a \$50,000 deal with a Taiwanese social media site last year, Stream went through the Techstars New York accelerator. While participating in Techstars, the company officially launched its platform out of beta. Since that time, Stream's customer count has grown from four to 125. After graduating from Techstars, the company moved to Boulder about two months ago.

9 new firms join cannabis accelerator

BOULDER — CanopyBoulder, a startup accelerator geared toward businesses in the cannabis industry, announced the nine new companies that will take part in its second class.

Boulder-based Canopy provides startups with 13 weeks of mentorship and \$20,000 in seed funding in exchange for a 9.5 percent equity stake.

Canopy's first class graduated in June, and Canopy officials said the group has so far raised more than \$2.4 million in seed investment from investors.

Canopy's fall class includes Ananas, Cannahacker, Compliant Cannabis, Elevate, Ganja Boxes, Grownetics, Hemp Business Journal, Leafcart and TPS Reports.

ON THE JOB

ADVERTISING, COMMUNICATIONS

Devin Reiter was named a second managing director at Boulder-based advertising firm Crispin Porter + Bogusky, joining Danielle Whalen, who was named managing director in Boulder last year when the position was first created at each of CP+B's nine offices. The pair will work in tandem to oversee a Boulder office that is the company's largest at roughly 300 employees.

ARCHITECTURE, CONSTRUCTION

Dave Peterson was promoted to associate at Lafayette-based community and landscape architecture firm Design Concepts. He joined the firm in 2004 as a landscape architect and has helped grow the firm's GIS mapping capabilities for master planning and parks-and-recreation planning projects.

BANKING, FINANCE

Jennifer Baham was named client service manager at Harbor Financial Group, Inc., a fee-only wealth-management firm in Boulder.



BAHAM

Nicole Staudinger was named president of Lakewood-based FirstBank Holding Co.'s Northern Colorado market, replacing **Pat Brady**, who was promoted to regional president, overseeing FirstBank markets in Northern Colorado and Arizona. **Dawn Davis** was promoted to president of the bank's North market, replacing **Bob Deuschele**, who also was promoted to regional president and will oversee banks in south Denver and Southern Colorado. Staudinger will manage eight branches in Fort Collins, Loveland, Windsor and Greeley, while Davis will manage 10 branches in Broomfield, Brighton, Thornton, Westminster, Brighton and Commerce City. Staudinger started with FirstBank in 1999 as a management trainee and spent more than two years as an executive vice president. Davis started with FirstBank in 1995 as a management trainee in Sum-

mit County before moving to Fort Collins, where she spent 16 years before being promoted.

ENERGY

Platteville-based oil and gas exploration and production company Synergy Resources Corp. (NYSE: SYRG), which focuses on the Denver-Julesburg Basin, hired three vice presidents and a business-development land manager. **James Henderson** will join the firm as executive vice president for finance and chief financial officer; he had been CFO at Kodiak Oil and Gas Corp. and previously spent 17 years at Western Gas Resources and its successor, The Woodlands, Texas-based Anadarko Petroleum Corp. **Mike Eberhard** was hired as vice president for completions, **Cathleen Osborn** as vice president and general counsel, and **Barry Myer** as business-development land manager. Eberhard is a petroleum engineer with more than 30 years of experience, including management positions with Anadarko and Halliburton. Osborn, a corporate attorney with nearly 30 years of experience in the oil and gas industry, most recently was in-house counsel for Whiting Petroleum and previously had worked at Kodiak. Myer has 15 years of experience in managing land assets in the DJ Basin, including the past eight as land negotiator and supervisor for Noble Energy Inc.

ENGINEERING

Suleyman Akalin joined Lamp, Ryneason & Associates' Fort Collins office as a senior project engineer. A certified floodplain manager, he has more than 13 years of project-management and design experience in water resources engineering and holds a master's and Ph.D. in civil engineering from Colorado State University.



AKALIN

HEALTH CARE

Dr. Bryan Mahan was named director of thoracic

and cardiovascular surgery at Boulder Community Health. Mahan spent 16 years at Memorial Hospital in Colorado Springs, 12 of those as director of cardiovascular and thoracic surgery. He also practiced at McLaren Northern Michigan Hospital in Petoskey, Mich., for 11 years, nine of those as director of thoracic and cardiac surgery. Mahan received his medical degree from Kirksville College of Osteopathic Medicine, completed his residency in cardiovascular and thoracic surgery at Detroit Osteopathic Hospital and completed a senior fellowship in cardiac surgery at Cleveland Clinic.

Dr. Joshua Snyder joined Orthopaedic & Spine Center of the Rockies in Loveland as a surgeon specializing in the care of adults who have hip injuries, and whose surgery can be done using tiny incisions and a specialized surgical scope and camera. He had worked with other medical groups in Northern Colorado since 2009 and previously completed a fellowship training program at the University of Chicago Hospital. He received bachelor's and master's degrees from the University of Illinois and completed a five-year orthopedic surgery residency at Loyola University Medical Center in Maywood, Ill.

HIGH TECH

Steve Deitsch joined Louisville-based Coalfire, a provider of cyber security risk management and compliance services, as chief financial officer. He has more than 20 years of financial experience from a variety of organizations including privately held and multinational, publicly traded enterprises. Prior to joining Coalfire, he was CFO of Broomfield-based Lanx Inc., a privately held medical technology company that was acquired by Biomet Inc. in 2013. Deitsch then became CFO of Biomet's Spine, Bone Healing and Microfixation businesses.

Calvin K. Quan was hired as chief financial officer at Superior-based Envysion, a provider of cloud-based, video-driven business intelligence software. He has more than 20 years of experience in diverse executive finance and operations positions. He previously was CFO at Providence Corporate Development Co. in Littleton and president and CFO at Miller Heiman

Inc. Quan earned a master's degree in business administration from the University of Michigan. He replaces Michelle Shewchuk, who helped recruit him to the company upon her retirement.

NONPROFIT

Mimi Wahlfeldt was promoted from marketing coordinator to director of marketing at the Good Samaritan Society Fort Collins Village. She has worked with the faith-based nonprofit organization since April 2014.



WAHLFELDT

REAL ESTATE

Craig Hau rejoined The Group, Inc. Real Estate as a senior commercial adviser and partner, specializing in the sale and leasing of industrial, office, retail and land properties throughout Northern Colorado, including Larimer, Weld, Boulder, and Adams counties. During his more than 40-year career, he has had ownership in and managed 25 corporations, limited liability companies, joint ventures and real estate partnerships in Northern Colorado. He served on The Group's board of directors for 12 years and was president of the Fort Collins Board of Realtors in 1999-2000. He will work at The Group's Harmony office in Fort Collins.

STAFFING, TRAINING

Kristin and Ed Kerr joined Don Overcash and John Geiman as partners at Sandler Training this month. The Kerrs purchased Geiman's interest in Top Line Growth, Inc./Sandler Training and joined Overcash to form a new ownership team. Geiman will work in the business for the next several months before retiring later this year.

Deadline to submit items for On the Job is three weeks prior to publication of each biweekly issue. Mail to Editor, BizWest Media LLC, 1790 30th St., Suite 300, Boulder, CO 80301; or email to news@bizwestmedia.com with On the Job in the subject line.

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TIME OUT



Bonnie Dean of Greeley-based marketing firm Bonnie Dean Associates, center, is flanked by Brett Kemp of Flood and Peterson Insurance, Chris Otto of EKS&H, BizWest publisher Jeff Nuttall and Harry Devereaux of Home State Bank. Dean won the Lifetime Achievement Award at BizWest Media's 2015 Bravo! Entrepreneur Awards ceremony on Aug. 26 at the Drake Centre in Fort Collins. Cliff Buchholz of Miramont Lifestyle Fitness received top honors for Fort Collins along with Masoud Shirazi of Shirazi Benefits for Greeley, Eric Holsapple and Don Marostica of Loveland Commercial for Loveland and John Shaw of DaVinci Sign Systems for outlying communities. Jeff Lindauer accepted the Emerging Entrepreneur award on behalf of Jeff McPhee, Russ Wall and Robin Marisco of Loveland-based Spring 44, producer of the American Craft Spirits brand of alcoholic beverages, and Rick Sutton accepted the Regional Spirit Award presented to Banner Health.

ALEX NUTTALL/FOR BIZWEST

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



Sarah Brezik, sales manager at Courtyard by Marriott, serves as hostess for a Superior Chamber of Commerce Business After Hours event, meeting area business people including Pamela Lehman of Ranch Capital Superior.

COURTESY SUPERIOR CHAMBER OF COMMERCE



COURTESY NORTH RANGE BEHAVIORAL HEALTH

School-based clinicians, early-childhood program coordinators, Weld County Prevention Partners and Suicide Education and Support Services from North Range Behavioral Health take part in the Greeley-Evans School District 6 Kickoff Celebration in August.



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All faiths or beliefs are welcome.

BRIEF CASE

CLOSINGS

Sussex, Wis.-based publishing company **Quad Graphics Inc.** (NYSE: QUAD) will close its Loveland facility by the end of October, resulting in the loss of 137 jobs locally. Claire Ho, a spokesperson for Quad/ Graphics, said there would be no changes for Quad/ Graphics' small office in Boulder, which houses mostly information-technology functions.

CONTRACTS

Loveland-based **McWhinney Real Estate Services Inc.** and Denver-based **Sage Hospitality** will own and operate a 13-story, 204-room AC Hotel by Marriott in downtown Portland, Ore., when it is completed late next year. McWhinney and Sage also are teaming with Fort Collins-based **Bohemian Cos.** to build the Fort Collins Hotel in downtown Fort Collins.

Members of the **Boulder Area Realtor Association** can access **WikiRealty**, a web platform based on crowdsourcing that allows real-estate agents to share their knowledge online. The association said it is partnering with Santa Monica, Calif.-based **WikiRealty**, a mobile and Web platform that promotes the exchange of "hyper-local" real estate news and knowledge between consumers, Realtors, agents, brokers, lawyers, lenders and developers. Financial terms of the partnership were not disclosed.

Denver-based architectural firms **Semple Brown Design** and **Handprint Architecture** were awarded the contract to design **Campus Commons**, a signature building at the heart of the **University of Northern Colorado** campus in Greeley. The \$73.6 million building, being funded through a combination of state capital funds, bonds supported by a student capital fee and private donor gifts, will be located south of the University Center near 11th Avenue and 22nd Street. Construction is scheduled to begin next summer.

California-based **SunEdison Inc.** (NYSE: SUNE) hired Broomfield-based **Renewable Energy Systems Americas Inc.** to manage construction of the 156-megawatt **Comanche Solar** project located seven miles southeast of Pueblo. Financial terms of the deal were not disclosed. **Public Service Company of Colorado**, a subsidiary of **Xcel Energy Inc.** that services more than 1.4 million customers, will purchase electricity generated by the solar-power plant under a 25-year power purchase agreement with SunEdison.

Fort Collins-based **Woodward Inc.** (Nasdaq: WWD) struck a deal with **Aircelle** to supply hardware for the thrust reverser actuation system for the A330neo jetliner being developed by **Airbus**. Terms of the deal were not disclosed.

DEADLINES

Business and commercial property owners in Lafayette have until Oct. 16 to apply for the city's fourth annual **Green Business Recognition Program**. They must complete an online application to highlight and celebrate their sustainability activities such as saving energy and water, reducing waste sent to the landfill, biking and utilizing public transportation, and other sustainable business practices. Winners will benefit from positive publicity, improved operational efficiencies and cost savings, and access to expert advising and incentives. An adviser is available to assist each business to identify opportunities, find rebates and contractors and complete the recognition application. Those services are offered at no cost through Boulder County. Businesses can apply at cityoflafayette.com/GreenBusiness or by calling 303-786-7223.

EARNINGS

RGS Energy Inc. (Nasdaq: RGSE) reported a profit of \$1.4 million for its second quarter that ended June 30, a big turnaround from a loss of \$21.4 million during the same period a year ago. The Louisville-based installer of solar rooftop systems, officially called **Real Goods Solar Inc.**, reported revenue of \$14.7 million compared with \$19.6 million for the second quarter of 2014. During the quarter, RGS was facing possible delisting by Nasdaq for having a stock price below \$1 per share.

PDC Energy Inc. (Nasdaq: PDCE), which bases most of its oil and gas operations in Northern Colorado, posted a net loss for the second quarter that ended June 30 of \$46.9 million, or \$1.17 per diluted share. That's compared to a loss of \$28.2 million, or 78 cents per share, for the same period a year ago. Revenue, meanwhile, fell from \$101.3 million during the period last year to \$51 million this year as oil prices continue their slump. Denver-based PDC

reported production of 37,001 barrels of oil equivalent per day during the second quarter, up 46 percent from last year and 15 percent from the first quarter of this year.

Noble Energy Inc. (NYSE: NBL), one of the major oil and natural gas producers in Northern Colorado, posted a second-straight quarterly loss and noted that it had decreased production in the second quarter from a record first. The Houston-based firm, whose largest onshore drilling operations are in the Denver-Julesburg Basin, saw a net loss of \$109 million, or 28 cents per share, for the period ending June 30. That's after a profit of \$192 million, or 53 cents per share, for the same period a year ago. Revenue, for the second quarter in a row, was cut nearly in half versus the year before thanks to an oil price crash that even eased a bit during the second quarter before prices began sliding again over the past month. Sales came in at \$730 million, down from nearly \$1.4 billion last year despite production increasing over the prior year. Production in the second quarter averaged 299,000 barrels of oil equivalent per day, up

3 percent versus the previous year. That figure was down, however, from the 318,000 barrels per day produced in the first quarter of this year. The company continued to reduce the costs of production, with total production costs in the second quarter falling to \$7.83 per barrel, down 17 percent from a year earlier and down 13 percent from just a quarter earlier.


Boulder-based **Array BioPharma Inc.** (Nasdaq: ARRY) reported a profit of \$9.4 million for its fiscal year that ended June 30, despite a loss of \$12.7 million for the final quarter of the fiscal year. The Boulder-based biopharmaceutical company reported revenue of \$51.9 million for the fiscal year, compared with revenue of \$42.1 million for fiscal 2014. The \$9.4 million profit equated to 6 cents per share compared with a loss of \$85.3 million, or 7 cents per share reported in fiscal 2014. During the fourth quarter, Array posted revenue of \$12.3 million compared with \$6 million for the same period a year ago. The \$12.7 million quarterly loss compared with a loss of \$28.2 million for fourth-quarter 2014. Cost of partnered programs for the fourth quarter of fiscal

2015 was \$7 million, compared with \$11.4 million for the same period last year. Array ended the quarter with \$185.1 million in cash, cash equivalents, marketable securities and accounts receivable.

Boulder-based medical device company **Excision Inc.** (OTC PK: ECIA) posted a net loss of \$213,000, or 2 cents per share, in its first quarter of fiscal year 2016, which ended June 30, versus a loss of \$202,000, or 2 cents per share a year ago. Revenue dipped \$22,000 from a year ago to \$2.45 million. Revenue was up 6 percent from the fourth quarter of fiscal year 2015.

WhiteWave Foods Co. (NYSE: WWAV) closed its \$550 million acquisition of **Langley**, British Columbia-based **Vega** and has also struck a deal to acquire California-based **Wallaby Yogurt Co. Inc.** for about \$125 million in cash. WhiteWave reported a net profit during the second quarter of \$37.4 million, or 21 cents per share, up from \$34.4 million, or 19 cents per share, for the same period last year. Revenue

See **Briefcase**, page 28A



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BRIEF CASE

Briefcase, from 27A

leaped 10 percent to \$923.6 million.

Boulder-based cannabis-technology startup **Suma Inc.** (OTCQB: SRNA) cut its second-quarter net loss in half from 2014 to 2015. The company posted a loss of \$976,610, or 1 cent per share, for the 90-day period ending June 30 this year. That's compared with a loss of \$2.1 million, or 2 cents per share for the same period a year ago. The improvement was due mainly to the company growing revenue from \$346,559 in the period last year to nearly \$1.7 million this year.

KUDOS

"**Millionaire Marketing on a Shoestring**," a book by Boulder-based author **Debra Jason**, received an Evvy award in the business category from the Colorado Independent Publishers Association. The awards are named for CIPA Founder Evelyn Kaye. The book is available at *Jacque Michelle Gifts* in Boulder, *Local Editions* in Longmont, *City Stacks Books and Coffee* in LoDo and *Bookbar* in Denver. Jason will sign books Sept. 12 at Barnes and Noble in Boulder.



JASON

Bank of Colorado in Fort Collins was one of two community banks in Colorado that made a national list of the Top 50 Community Bank Leaders in Social Media assembled by the Independent Community Bankers of America.

The Longmont Area Economic Council honored four companies and one individual for their contributions to the community at its 15th annual Community Appreciation Luncheon. Awards were given to **Guaranty Bank**, **Magelab**, **vAuto** and **Wiland**, and **Don Haddad**, superintendent of the St. Vrain Valley School District, received the Tom Brock Award.

Louisville again made Money magazine's list of the top 50 American small cities to live in, coming in at No. 4. **Erie** made the list at No. 13. Money ranked cities with populations between 10,000 and 50,000 people.

State Rep. **Dave Young**, D-Greeley, was named a Community Behavioral Health Champion by the Colorado Behavioral Health Council, North Range Behavioral Health, Signal Behavioral Health Network and Colorado Access. He received the award Aug. 14 at North Range Behavioral Health's intensive-services campus in Greeley.

Myles and Jean Roche, owners of **Fish Window Cleaning** in Boulder, were recognized for top sales at the company's annual convention on July 25 in St. Louis. The Roches added more than 500 accounts to their customer base in 2014 and increased their annual production at least \$100,000 over the previous year. They also were honored as Navigators for their work with prospective franchisees.

MERGERS & ACQUISITIONS

Seagate Technologies plc plans to acquire Longmont-based data-storage firm **Dot Hill Systems Corp.** in an all-cash deal valued at \$645 million. Seagate (Nasdaq: STX), based in Cupertino, Calif., has a campus in Longmont at 389 Disc Drive that employs 1,380 people. Dot Hill's (Nasdaq: HILL) headquarters is at 1351 S. Sunset St. with approximately 250 employees. The transaction is expected to close during the fourth quarter. Seagate, a provider of data-storage solutions worldwide, said one of its wholly owned indirect subsidiaries will commence a tender offer for all of the outstanding shares of Dot Hill in an all-cash transaction valued at \$9.75 per share, or a total of approximately \$694 million on a fully-diluted equity-value basis. As Dot Hill has approximately \$49 million in cash as of June 30, the transaction reflects a value of approximately \$645 million. Dot Hill's external storage array-based systems and software products will complement and expand Seagate's storage-systems offerings and be offered as part of Seagate's Cloud Systems and Electronics Solutions business, according to a joint statement.



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BW ECONOWATCH



Boulder and Broomfield are the top two most expensive cities for two-bedroom rental rates in Colorado. Seen here is the Catania Apartments in Broomfield.

CHRISTOPHER WOOD/BIZWEST

Report: Colorado rents growing 103% faster than national average

Ranked by average rent for a two-bedroom apartment, highest to lowest.

City	Avg Price – 1 Bed	MM Change – 1 Bed	YY Change – 1 Bed	Avg Price – 2 Bed	MM Change – 2 Bed	YY Change – 2 Bed
Boulder	\$1,420	1.2%	0.1%	\$2,030	2.5%	2.0%
Broomfield	\$1,330	5.0%	12.5%	\$1,800	1.3%	5.5%
Westminster	\$1,170	2.8%	17.3%	\$1,420	-0.7%	13.7%
Fort Collins	\$1,000	0.0%	0.0%	\$1,150	-0.4%	4.3%
Longmont	\$850	0.0%	0.0%	\$1,000	0.5%	12.0%
Loveland	\$750	0.0%	0.0%	\$900	0%	0%
Greeley	\$690	0.0%	0.0%	\$850	0%	0%

MM: month-over-month, YY: year-over-year

Source: Apartment List Rentonomics

Median rent for 2BR apartment in Boulder more than \$2,000

By Doug Storum
dstorum@bizwestmedia.com

BOULDER — With a median price of \$2,030 per month for a two-bedroom apartment in August, Boulder has the most expensive rental rates in Colorado, according to San Francisco-based Apartment List that tracks rates nationwide.

Based on median rents for two-bedroom apartments, Boulder and Broomfield were the two most expensive cities in the state, according to the August Colorado Rental Price Monitor.

Colorado rents are growing much faster than the national average. While national rents declined 0.3 percent, rents in Colorado grew 0.3 percent in August, and 5.3 percent

in the past year, more than twice the national average of 2.3 percent, the report said.

Colorado was slightly below national averages for one-bedroom units, but slightly above averages for two-bedroom units, with median prices of \$1,000 and \$1,300, respectively.

The group tracked prices in the 23 largest cities in Colorado.

Boulder had the highest rents statewide, with a two-bedroom median rent of \$2,030. Boulder was also the most expensive city for one-bedroom rents at \$1,420.

Broomfield checked in as the second most expensive city, with a one-bedroom rate of \$1,330 and \$1,800 for a two-bedroom unit. Broomfield also had the 10th largest increase in rents over last year with a 5.5 percent

growth — just higher than statewide averages.

By comparison, Denver ranked No. 6 on Colorado's most expensive cities, with an average two-bedroom price of \$1,550.

Westminster, at \$1,420 for a two-bedroom, was No. 8 on the list but showed the strongest year-to-year growth in the state at 13.7 percent.

Longmont ranked No. 17, below the statewide average for rent prices at \$1,000 for a two-bedroom, but it had the second strongest year-to-year rent growth at 12 percent based on two-bedroom units.

Fort Collins topped the cities in Northern Colorado with a median rental rate of \$1,500 for a two-bedroom, followed by Loveland, \$900, and Greeley, \$850.

THE TICKER

Grant to help OEDIT boost small-biz exports

DENVER — A state economic-development office will use \$195,938 in federal grant money to help small businesses in Colorado enter and compete in the global marketplace.

The grant to the Colorado Office of Economic Development and International Trade from the Small Business Administration's State Trade and Export Promotion (STEP) program is one of 40 awards totaling \$17.4 million being disbursed to states and territories to help small businesses increase their export trade.

The federal program's objectives include participation in foreign trade missions, foreign market sales trips and subscription services provided by the U.S. Department of Commerce, as well as design of international marketing campaigns, export trade show exhibits and training workshops.

Companies interested in participating should contact coordinator Stacy Feeney at stacy.feeney@state.co.us.

Manufacturing still on decline

Manufacturing activity continued to decline during August in states that make up the Federal Reserve Bank of Kansas City's Tenth District, according to a report released Thursday by the Federal Reserve. The district encompasses Colorado, Kansas, Nebraska, Oklahoma and Wyoming; the western third of Missouri and the northern half of New Mexico. The report did not break out individual states.

The decrease was mostly attributable to weaker nondurable goods manufacturing, led by a reduction in food, beverage and plastics production, according to survey respondents.

Jobless rate dips across region

Unemployment rates dipped across the four-county region in July, with Boulder and Weld counties each seeing their decline by half a percentage point from June, according to figures from the Colorado Department of Labor and Employment's monthly survey of households.

After climbing four-tenths of a point to 4.6 percent in June, Weld County's jobless rate dropped to 4.1 percent in July. The county had 143,781 people employed and 6,136 looking for work.

Boulder County's rate dropped to 3.3 percent, down from 3.8 percent in June and down from 4.2 percent from July 2014. There, 168,835 people were employed, with 5,846 looking for work.

Larimer County unemployment fell from 3.8 percent in June to 3.4 percent in July, a decrease of eight-tenths of a point from a year earlier. Larimer had 6,088 people looking for work and 174,224 employed.

Broomfield County's rate also dropped four-tenths of a point from June to July, falling to 3.5 percent. That was down from 4.2 percent the year before, with 32,699 people employed and 1,190 looking for work.

Colorado as a whole added 2,200 non-farm payroll jobs in the month to bring the state's total to 2,517,300. That's up 50,200 from a year earlier. For the month, private-sector jobs increased by 3,300, while government jobs decreased by 1,100.

The state's unemployment rate was down from 4.8 percent a year earlier. Nationally, the unemployment rate was unchanged from June to July at 5.3 percent, but was down from 6.2 percent a year earlier.

BW COMMENTARY

Boulder voters should reject ballot measures

Please, Boulder residents, don't be fooled by catchy ballot titles.

Balancing economic vitality and community sensibilities can be a difficult task, especially when emotions run high over a rapid string of new developments. That's the case in Boulder, where community activists have proposed draconian limits on new developments.

Voters in November will decide whether to support two ballot measures that would sharply limit new development in the city. The first — "Neighborhoods' Right to Vote on Land Use Regulations" — would grant neighborhoods the right to vote on zoning changes relating to building height, floor areas, occupancy limits and other factors. The second ballot measure — "Development Shall Pay Its Own Way" — prohibits the city from approving developments that do not "pay their own way," removing any discretion on the part of city leaders to adjust fees based on community need.

Both measures are responses to a flurry of new developments within the city. Some residents have witnessed the rapid pace of projects ranging from redevelopment of the former Daily Camera location at 10th and Pearl streets to the emerging cluster of residential, retail and hotel uses at Boulder Junction, Google's new campus in central Boulder and redevelopment of the northwest corner of 28th Street and Canyon Boulevard — and they worry that too much is happening, too fast.

What is lost in this conversation is that demand had been pent up during the Great Recession, pushing a number of projects to come on line at once. That has meant that residents have not had time to absorb new projects at a more measured pace.

Some residents even have pointed to Boulder Junction as what should be prevented in the future. But redevelopment of an underused area, with higher densities and transit-oriented development, should be encouraged, not discouraged.

The two ballot measures that voters will face this fall represent devastating blows to representative government. Residents already control the direction of the city through election of city council representatives. That's where these decisions should lie.

Business in Boulder already is bearing many additional burdens, including development height restrictions, mandatory recycling and affordable-housing impact fees. Add in concerns over utility municipalization, a possible head tax and other measures, and one can appreciate business' admonition that "enough is enough."

New metered website catches up with the times

The meter is running. By now, you may have encountered our new metered subscription system at www.bizwest.com. (That is, assuming the launch goes off as planned after our press time.) This actually is happening a month later than we planned, as we worked out kinks in the system and engaged in additional communication with our readers in mailed letters to paid print subscribers, emails, online and within these very pages.

The new metered system means visitors to our website still can enjoy free access to our articles, up to a limit. That limit currently is set at eight articles per month, after which readers will need to subscribe in order to access any additional articles that month. We might adjust the limit as we go forward.

Why are we implementing a meter? In short, it's a sign of the times, and a step embraced by an increasing number of publications large and small, including the New York Times, Boston Globe, Wall Street Journal, Washington Post and others, including some local media.

We believe that the content we produce has value. On some days, our afternoon daily emails — one for the Boulder Valley and one for Northern Colorado — include links to a dozen or more local business-news stories, all generated by our dedicated team of reporters, in a volume that exceeds the business-news output of daily newspapers in our region by a long shot.

BizWest was first to report that UHealth was partnering with Adeptus Health to build new hospitals in Broomfield and Longmont. We first reported the location of the new Longmont hospital, as well as its name — UHealth Longs Peak Hospital.

Readers look to us for the inside scoop on commercial real estate deals, including the largest sale in Boulder history, a huge portfolio of properties sold by affiliates of W.W. Reynolds Cos.

But whether it be health care, real estate, banking, high tech, the outdoor industry, natural and organic products, energy or any other sector, our team

works hard to bring readers breaking business news, delivered first on our website. Our print edition, too, includes a new look and new content aimed at depth of reporting, as well as geographic coverage.

But producing such content requires new thinking as to how that content is delivered, and what value it holds for readers. With that in mind, our metered subscription model includes the following options:

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We hope you continue to explore www.bizwest.com, as well as our print edition. As always, we look forward to your feedback.

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



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

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MEDIA

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Publishers

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

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

Executive Editor

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

Controller

BEVAN NOACK
bnoack@bizwestmedia.com
970-232-3151 | 303-630-1963

BizWest
BOULDER VALLEY • NORTHERN COLORADO

Vice President of Strategic Partnerships

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

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Boulder Office

1790 30th St., Suite 300, Boulder, CO 80301 | Fax: 303-440-8954

Fort Collins Office

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



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Mayor gets a charge out of driving an EV

As mayor of Fort Collins, I'm fortunate to get some unique opportunities – like test driving an electric vehicle. In this case, if you've got a driver's license, you're at least 18 and you live in Northern Colorado, you too can test drive 10 plug-in electric models – all with the same great acceleration – through Drive Electric Northern Colorado.

I decided to test drive an electric vehicle for a couple of days just to take the mystique out of it. It's easy and a bigger part of our community fabric than people realize.

The city is a founding member of Drive Electric Northern Colorado, a partnership with the cities of Fort Collins and Loveland, Colorado State University, the Electrification Coalition and local automobile dealerships that is designed to accelerate the number of plug-in electric vehicles on the road. This year, the city joined 14 other Northern Colorado employers and more than 175 employers nationally to take on an Electric Vehicle Workplace Charging



**GUEST
OPINION**
WADE TROXELL

Challenge, Why? Because city leadership and employees can be advocates and owners of EVs when they are informed and knowledgeable.

Driving more EVs can help reduce our petroleum usage and save money because they cost less to operate. The city aims to get 200 city employees to test drive an EV in 2015. By encouraging our employees to test drive or purchase these vehicles, we can address barriers and opportunities that community residents face as we consider the city's role in EV infrastructure and the innovation economy. With Fort Collins at the forefront of clean-energy technology invention, we have a responsibility to demonstrate what's possible and troubleshoot challenges. Our charge – if you'll forgive the pun – is to create a results-oriented, stewardship-based program while being innovative, creative and collaborative. We also support automobile dealers in our community that are participating in the program.

Drive Electric gave me the chance to try any number of plug-in vehicles. I chose the BMW i3 as one of the newest EVs to hit the market and because it was electrically driven. The car was a pleasure to drive; it probably satisfied 80 percent of my driving needs, and charging the car

at home was no more difficult than charging my phone at night. Finding charging stations around the community was less difficult than I expected and easier to fit into my routine. Not all charging stations are created equal, since different levels charge at different speeds. Some are free and some cost a small fee.

My favorite part of driving the vehicle was the regenerative braking, which means that I lifted my foot off the accelerator and braking power was automatically provided during deceleration. A lot of times I wouldn't need to touch the brake. The energy that was saved in this process then was directed back into the battery to extend its driving range.

It's this kind of experimentation that helps us better utilize our energy system resources and how electric vehicles can play a bigger part. We all benefit from flattening the electric load curve and potentially using the energy storage of EVs. This is exactly the kind of innovation that is being explored more thoroughly with FortZED, a partnership of the city, CSU and the Colorado Clean Energy Cluster that pioneers innovative technologies to better utilize and manage our energy consumption.

On the consumer level, you can get involved with FortZED merely

by monitoring and managing your own energy usage. As a Fort Collins electric customer, you can monitor your own energy use by accessing your account at www.fcgov.com/utilities. While you are at it, FortZED is sponsoring the Lose-A-Watt campaign to reduce residential energy consumption over the next two years as part of the city's participation in the Georgetown University Energy Prize. Fort Collins is one of 50 communities competing for the \$5 million prize, with the winner announced in 2017.

The bottom line with electric vehicles is that they're fun to drive and worth checking out. I think it's really important that city leadership set the example to introduce the community to the possibilities of driving an electric vehicle.

So how can you get involved and drive an EV? Attend a DENC EV event to test drive an EV or learn about how you can get your workplace involved. Now is an excellent time to find events because Fort Collins' Drive Electric Week celebration is coming up in September. Visit DriveElectricNoCo.Org/DEW to learn more.

Wade Troxell is mayor of Fort Collins.

FROM THE WEB

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

Story: "Pay study: Colorado doctors' salaries blow U.S. average; nurses exceed it," Aug. 14

Commenter: Caroline Creager
"Physical therapists were omitted from the list. Colorado PTs rank 49th out of 51 states/territories! Insurance reimbursement for PTs is very poor in Colorado!"

Commenter: Local registered nurses
"We got a good laugh out of that one – registered nurses in the breakroom. This is totally wrong. They must be lumping nurse practitioners and advanced practice nurses into that figure. No one makes more than \$67,000 as a nurse working a 40 hour week with an RN license in Colorado. That is the TRUTH."

Story: "New life flowing into Fort Collins River District," Aug. 21

Commenter: Todd Murray
"This whole project would be much more attractive without US Hy 287 running right through its heart..."

Story: "Manufacturing drives Broomfield's economy," Aug. 21

Commenter: Marge Fajardo
"Great to know what is going on in Broom-

field in the area of manufacturing! Thank you, Jennifer Kerr and the Broomfield Chamber for this update!"

Story: "Love's closes on Berthoud land for country store, truck stop, hotel," Aug. 26

Commenter: CB
"And when is that I-25 interchange scheduled to be upgraded? Traffic is already a mess as it heads south and up the hill. What do you think will happen with a new truck stop at that point? Or is Love's funding the new overpass?"

Story: "Groundbreaking set for downsized North Boulder townhome development," Aug. 26

Commenter: J. Kirk Hendricks
"This is a wonderful site and this project designed by Sparr/Sopher architects promises to be a very special neighborhood for upscale Boulder families."

Story: "Zumba instructor plans nightclub in Fort Collins River District," Aug. 26

Commenter: Nicole Knauer
"Gretel is a ROCK STAR and we are behind her all the way! Her passion for ZUMBA and making people happy and smile is contagious! We are so excited for her and her new venture and will be booking lots of events and attending her classes with bells on!!"

Story: "Erie OKs new drilling pact with Encana," Aug. 26

Commenter: David Bishton
"If Erie can develop its own supplemental regulations without state legal interference, why don't Longmont and other communities that want no part of fracking in their boundaries impose regulations of their own that accomplish the same thing, as long as they don't call it a ban?"

Commenter: Scott Gibson
"pretty simple if you eliminate (ban) fracking the wells won't be drilled. Which is exactly what they are after. The mineral owners have the right to extract what they own."

Story: "Northern Water 'disappointed' in Fort Collins staff's opposition to NISP," Aug. 28

Commenter: Linda Winter
"The Ft. Collins officials who oppose NISP are probably transplants who think water is always plentiful here. We are in a high desert. Farmers own the water in the Poudre and we want your faucets to be dry when our current storage is not enough. Your stupidity will affect your family!!!"

Commenter: Bobby Bruce
"Anyone who is having a problem seeing the POSITIVE effects of NISP should look at the history the Warm Springs Dam (1982) and Lake Sonoma in California. When it was being developed there was similar "green," "no growth," and fanciful resistance as with NISP. Even the same rhetoric. The "No" crowd couldn't have been more misguided

and wrong. If the dam had not been built the counties that are north of San Francisco would now be dust like the Central Valley of the state. The Army Corp of Engineers did a fantastic job on that project as they would here. 'Deja vu, all over again.'"

Story: "PUC staff issues support for Xcel's motion to dismiss Boulder municipalization application," Aug. 28

Commenter: Mark D
"It's time 'WE THE PEOPLE' have the chance to "DETERMINE OUR OWN DESTINY". Big Energy Monopolies don't have WE THE PEOPLE'S Best Interest in mind. They have THEIR PROFITS IN MIND, PLAIN AND SIMPLE..."

Commenter: Bob Forshay
"This latest decision is why we have PUC who represents the process, resources and customers so no one is dropped through the cracks. We in Gunbarrel have history demonstrating how the city turns a deaf ear to input at the city boundary. Electricity is not different. The core facts still remain. The city is attempting to "fix" a problem that a) doesn't need to be fixed by a \$450M city expense and b) is better managed by the experience provider the city would take years to become if ever at more extra cost. The argument that the City of Boulder will somehow increase renewable sources has been overstated with proof this won't happen anytime sooner than Xcel simply by reviewing the City's proposed budget and Xcel's own timeline for planned changes with out all this added cost (pocket lining for select few in Boulder?)."



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