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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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CHRISTOPHER WOOD/BIZWEST

RIPPLE EFFECT

Redevelopment projects lure other economic activity nearby, but create voids in other parts of town. **PAGE 10**

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This kitchen Cupboard's not bare

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Boulder, Broomfield companies join pilot program. **PAGE 30**

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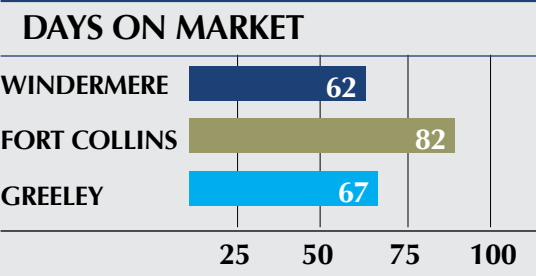
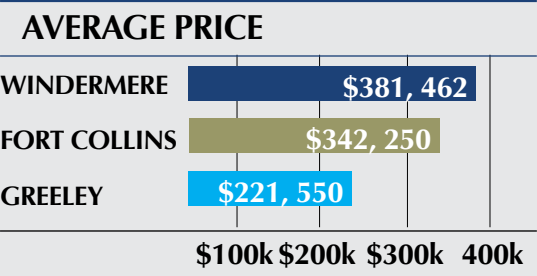
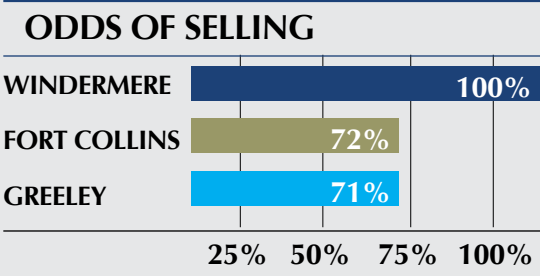
“(Village at the Peaks brokers) cannibalized our Sports Authority, and they tried to cannibalize every tenant we had.”

Cotton Burden, owner Burden Inc., on the redevelopment of the Longmont retail center.
Page 10

GET RESULTS WITH WINDERMERE

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Source: IRES





JONATHAN CASTNER/FOR BIZWEST

Avocet Communications co-owner Lori Jones sits in the company's Longmont office. The agency grew to \$6.5 million in capitalized billings in 2013 and to \$8.6 million in 2014. "Overcoming obstacles is just one part of learning to be a leader and not a boss. That's what creates culture in a workplace that people choose to work in," Jones said.

Keeping its edge

Ad agency Avocet builds a culture of success

By Jeff Thomas
news@bizwestmedia.com

LONGMONT — Lori Jones knows where her objectives lie, and today they are in a select group of 16 national advertising agencies that meets twice a year.

"This is my 33rd meeting, and I've only missed three because I was giving birth to our children," said Jones, owner of Avocet Communications of Longmont.

Obviously it is a meeting she'd rather not miss, even though it's 1,500 miles away in Morgantown, W.Va.

"Quite frankly, that's what we bring to the table," Jones said. "At the end of the day, we are always willing to look at the end game. From the beginning

we wanted to get to an integrated approach."

That's probably expected of one of the state's top 20 ad agencies – or "integrated-marketing specialists" as they'd rather be known today. But the truth behind this 37-year old integrated-marketing firm is that it had humble beginnings, followed by decades of commitment toward staying on top of a rapidly changing game with the evolution of digital marketing.

"Our training budgets are bigger than they ever have been, because we need to stay abreast of what's going to be going on in (the future of) the industry," Jones said. "We invest in our team, but even we as CEOs and business owners can become a part of that change."

Twenty-five years ago, Jones recognized such a chance when working with her father – Kit Sutorius, who remains a principal in the corporation – as a small broadcast advertising firm based in her parent's home. A large

"In the '80s, the rule was that someone needed to see your ad three times to create brand affinity. That number now is 20. That's 20 times that someone needs to interact with your brand."

Lori James, co-owner,
Avocet Communications

regional car-rental business wanted to consider the fledgling Avocet agency, but first it wanted a meeting at the Avocet offices early the following week.

"I remember looking down at the orange shag carpet in my office, which



was my brother's old bedroom, and set an appointment for 9 o'clock that Monday," she said. That day, a Friday, they rented an office space on the 400 block of Main Street in Longmont, found some used office furniture in Berthoud, and over the weekend refinished the furniture and filled their new digs.

"We had family members sitting in the office just to fill space," Jones said. "But we got the contract."

Today, Jones said, training and constantly trying to stay on top of the business are what makes the company successful. An industry seminar in the early 1990s got the company an early start on the digital edge and websites, an edge it's been seeking to maintain with more and more focus on combining quantitative approaches with aesthetic insight.

"I remember my father saying pretty ads don't always sell, but thought-provoking ads really sell," she said. "All


Please see **Avocet**, page 4



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Avocet, from 3

too often, ads look nice aesthetically, but how does it tie into a brand?”

More so, with the barrage of information sources today, the numbers game has changed substantially.

“In the ’80s, the rule was that someone needed to see your ad three times to create brand affinity. That number now is 20,” she said. “That’s 20 times that someone needs to interact with your brand.”

When traditional media is running (such as TV, radio, newspaper, print and billboard), it’s also important to be supporting that with digital marketing such as search-engine marketing, display, email, and social media, to name a few, Jones said.

“We’re going to get to that number earlier. We’re going to create more touch points to help the customer achieve more sales.”

So far, it appears to be working.

Avocet’s accounts include numerous healthy and well-known corporations such as Arc Thrift Stores, Big O Tires, Massage Envy and Papa John’s Pizza in the retail space; consumer brands such as upcoming Savory Harvest, Hain Celestial, Walnut Acres and Ball Corp. in the consumer space; B2B companies including Voyant Technologies, ACX Technologies and Aircraft Performance Group; health companies such as Hope Cancer Center, Allegiance Health, Children’s Hospital Colorado and National Jewish Health; as well as a wide variety of governmental agen-

cies and nonprofits.

That diversification is something that makes Jones especially proud of her company, and something she credits for the company holding its own during the recession. That diversification also was important in allowing her to make what she called the “hardest business decision I’ve ever had to make” in 2013, when she let the company’s No. 1 billing client go.


For about 10 years, Avocet had been running about \$5 million in capitalized billings annually, and that client was responsible for about \$1.7 million a year.

“It was one of those situations in which we had worked closely with them for 10 years, but our bosses changed over every two years,” she said. “It got to the point where they stifled our productivity. They were unkind. It just was not fun for us anymore.”


More importantly, serving the client was running Jones so ragged that she wasn’t able to focus firmly on growing the agency. Since the split – which was done gradually and without acrimony – the agency grew to \$6.5 million in capitalized billings in 2013 and to \$8.6 million in 2014.

“Overcoming obstacles is just one part of learning to be a leader and not a boss. That’s what creates culture in a workplace that people choose to work in,” she said. “Our team members can go home at night and say, ‘I love what I accomplished today.’ ”


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CU, CSU land NSF grant to purchase supercomputer

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 State University and the University of Colorado Boulder have received a \$2.73 million National Science Foundation grant to aid in the purchase of a high-performance computing system that can cut daylong computations down to seconds.

CU and CSU will split the purchase and support of the \$3.9 million system, which will be housed on the CU campus and accessed through a fiber connection at CSU as if the computer were on the Fort Collins campus. Other universities and research centers in several states will also be able to access the system, according to Friday's announcement by CSU.

Posted Oct. 9.

Rebound Technologies awarded NFS grant

DENVER — Rebound Technologies Inc., a startup with its roots in Boulder and Fort Collins, has received a \$748,000 grant from the National Science Foundation to continue developing its IcePoint technology, a commercial refrigeration system that the company said saves commercial users up to 60 percent on their freezer operating costs.

NEWS DIGEST

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The company, in the process of moving to Denver next month, will team with Southern California Edison, Whole Foods and Denver-based CTA Architects Engineers to design, build, validate and demonstrate a commercial-scale IcePoint system.

IcePoint creates ice at night — during what utilities typically call “off-peak” hours — when demand for electricity is low and prices are less expensive. As the ice melts, it mixes with a freeze suppressant to create a -22 degree Fahrenheit fluid that maintains freezer temperatures throughout the day. The mixture is eventually separated into pure water and freeze suppressant, reusing both as the closed-loop cycle continues.

Posted Oct. 13.

Feds reject Estes' parking compromise

ESTES PARK — The federal government has turned down Estes

Park's compromise proposal to consider funding a parking structure and transit facility as a potential alternative to a controversial one-way downtown loop that was proposed to ease summer tourist traffic congestion but whose cost estimate nearly doubled last summer.

In a letter to Estes Park Mayor Bill Pinkham — in response to a letter the mayor wrote nearly two months ago — the U.S. Department of Transportation's Central Federal Lands Highway Division admitted that the parking alternative “does provide some congestion relief, but in comparison to the one-way couplet, it does not result in significant reductions in traffic congestion or improve safety and access to Rocky Mountain National Park.

Federal officials had said the Loop — hotly opposed by many business owners in the tourism-dependent downtown core — was the only acceptable alternative to receive Federal Lands Access Project money.

Posted Oct. 9.

GW moves proposed Windsor drilling site

WINDSOR — Great Western Oil and Gas Co. has altered its drilling plans in Windsor, moving the site of proposed wells away from neighborhoods to nearby sites owned by area developer Martin Lind.

The change in sites, which will add cost to Denver-based Great Western's drilling operations in Windsor, was in response to objections from residents of Bison Ridge and High Pointe Estates subdivisions that sit to the north and south of the land owned by the Pace family were the drill pads originally were planned over a year ago.

The change of well locations came after more than one year of discussions between Great Western, government officials and other stakeholders.

Posted Oct. 8.

PUC denies CU motion in municipalization case

BOULDER — The Colorado Public Utilities Commission denied a motion by the University of Colorado to hold in abeyance a motion by the city of Boulder requesting permission to supplement its application to create a municipal electric utility.

The city's motion is also requesting a discovery period of 60 days during which the city would gather from Xcel Energy detailed information needed to help determine the best way to interconnect a city-run utility with Xcel's system.

CU-Boulder, an intervenor in the case, had argued in its own motion that it would be unnecessary for parties in the proceeding to

Please see **Briefcase**, page 16

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BW FORT COLLINS BIZ

Clockwise from top left: Jim Hewitt, owner of The Cupboard, bought the business outright from his father in June. The Cupboard currently has 25 employees, who all average 12 years working for the business; Carolyn Lee, an employee with The Cupboard, stocks fiesta ware; Tyler Krenzlok, left, with Stuff 'n Mallows prepares free samples while Helen Parker toasts a marshmallow at The Cupboard's 43rd anniversary sale earlier this month.

JOEL BLOCKER/
FOR BIZWEST



This Cupboard's not bare

After 42 years, iconic kitchen store still cooking

By Curt MacDougall
news@bizwestmedia.com

FORT COLLINS — Thanks in part to the popularity of shows such as Master Chef, Chopped and The Next Food Network Star, cooking continues to be big business. According to the International Housewares Association, U.S. houseware sales increased more than 3 percent to \$69.3 billion in 2012. The top four categories alone — cook and bakeware,

kitchen tools and accessories, tabletop, and kitchen electrics — accounted for a \$36 billion slice of the pie.

While competition for those dollars is fierce, one Fort Collins store has carved out a niche among the crowd of retail giants. The Cupboard, 152 S. College Ave., has been quietly outfitting Northern Colorado kitchens for more than four decades.

According to owner Jim Hewitt, it all began when his dad, Carey, had a revelation.

"He tried teaching math to junior-high students for a year and realized he didn't want to be a teacher," Hewitt said. "So he and a friend decided to start their own business, modeled after a store in

Boulder at the time called the Board and Barrel."

The Cupboard opened its doors in 1972, selling an assortment of baskets, macrame, pottery, wooden spoons and cutlery out of a 1,200-square-foot storefront in the Northern Hotel. Then, after attending a gourmet product show, the senior Hewitt felt the shop should be more kitchen-oriented. "So in 1978 he moved the store to its current location," Jim Hewitt said, "and brought in more product that pertained to cooking."

It's fair to say the new business model went over well. The Cupboard doubled its space in 1989 and completed a second expansion, to 10,000 square feet, in 1992.

"We haven't ever sustained a sig-

nificant decrease in sales," Hewitt said. "Even when the recession hit in 2007, we were only down about 4 percent."

Business peaked in 2012, but since then the company's growth trend has been relatively flat, something he attributes to increased competition.

While acknowledging there are plenty of other places where people can spend their money, Hewitt believes much of The Cupboard's success is owed to its knowledgeable staff.

"Our average staff member has been here 12 years," he said. "They know a lot about the products and they've developed relationships with our clientele" which has turned that clientele into loyal customers.

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“We try to create an experience. You’re able to sample various coffees, participate in demonstrations, food tastings ... these are things that you can’t get at the regular retailers or on the Internet.”

Jim Hewitt, owner

“We try to create an experience,” he said. “You’re able to sample various coffees, participate in demonstrations, food tastings ... these are things that you can’t get at the regular retailers or on the Internet.”

Still, Internet sales continue to grow. That same IHA report claims that “non-store” retailing accounted for the second-largest share of housewares sales in 2012 – up almost 2 percent over the previous year.

That fact isn’t lost on Hewitt, who said online competition is his biggest challenge. So The Cupboard plans to implement an online store next year, making available a wide variety of products as well as a gift registry.

Still, staying connected to the community remains a goal. Besides carrying about 1,000 local products, The Cupboard also is an active member of Fort Collins’ monthly Foodie Walk.

“About a dozen businesses participate,” Hewitt said, “so we do a big demonstration for that, which lasts about three hours and really focuses on education, like how to prepare certain foods, how to use different utensils, things like that.”

All this has caused the store’s reputation to spread beyond just a regional level.

Amy Trudeau lives in Michigan, but visits family in Fort Collins on occasion. Every time she’s in town, she insists on visiting The Cupboard.

“I love it because there are local products, kitchen gadgets I’ve never seen before, a beautiful variety of linens, and a nice assortment of aprons,” she said. “It’s kind of like going to a good bookstore for me. ... I can get lost in places like that.”

Hewitt only recently took over as owner of The Cupboard.

“Five years ago I bought into the business, and during those five years we gradually transitioned ownership,” he said. That transition involved the younger Hewitt taking on more responsibilities as his dad began letting go of the reins, a process that Jim Hewitt feels also gave the staff an opportunity to adjust to the changes. Although Jim purchased the business outright earlier this year, he said Carey Hewitt isn’t retiring just yet.

“Dad remains the company CFO and continues to come in on a regular basis,” he said. “Hell be out there on the floor during the holidays, so he’s still very much involved.”

NEWS&NOTES

Solix shifts from biofuels to dietary supplements

Solix Biosystems Inc. in Fort Collins has changed its business model from developing algae-based biofuels to being a supplier of natural ingredients derived from algae to companies in the dietary-supplement and personal-care markets.

The company also has changed its name to Solix Algedients Inc., and added a 40-year veteran of the health-food industry to its board of directors. Al Powers, former chief executive of NOW Health Group Inc., has joined the board. Powers is also on the boards of the Natural Products Association, the Council for Responsible Nutrition, and the Board for Certification of Nutrition Specialists. He continues to serve on several NOW board committees. Powers was inducted into the New Hope Hall of Legends at Natural Products Expo West in Anaheim, Calif. in 2015 and received the Lifetime Achievement Award from Nutrition Business Journal in 2010.

‘Virtual’ control tower coming to FC/L airport

Fort Collins-Loveland Municipal Airport has been selected as the official test facility for a new air-traffic control system, the Federal Aviation Administration announced.

The Virtual Air Traffic Control Tower technology will employ ground-based video and aircraft ground detection components to provide data monitored by air traffic controllers working in a central off-airport location. The high-tech array will provide an enhanced level of air safety at a cost dramatically lower than the expense required to construct and staff a traditional air traffic control tower, according to a media release from the Colorado Department of Transportation.

The project’s \$5.9 million test phase is funded by the Colorado Aviation Fund, which is supported solely through the collection of aviation fuel taxes administered by CDOT’s Division of Aeronautics.

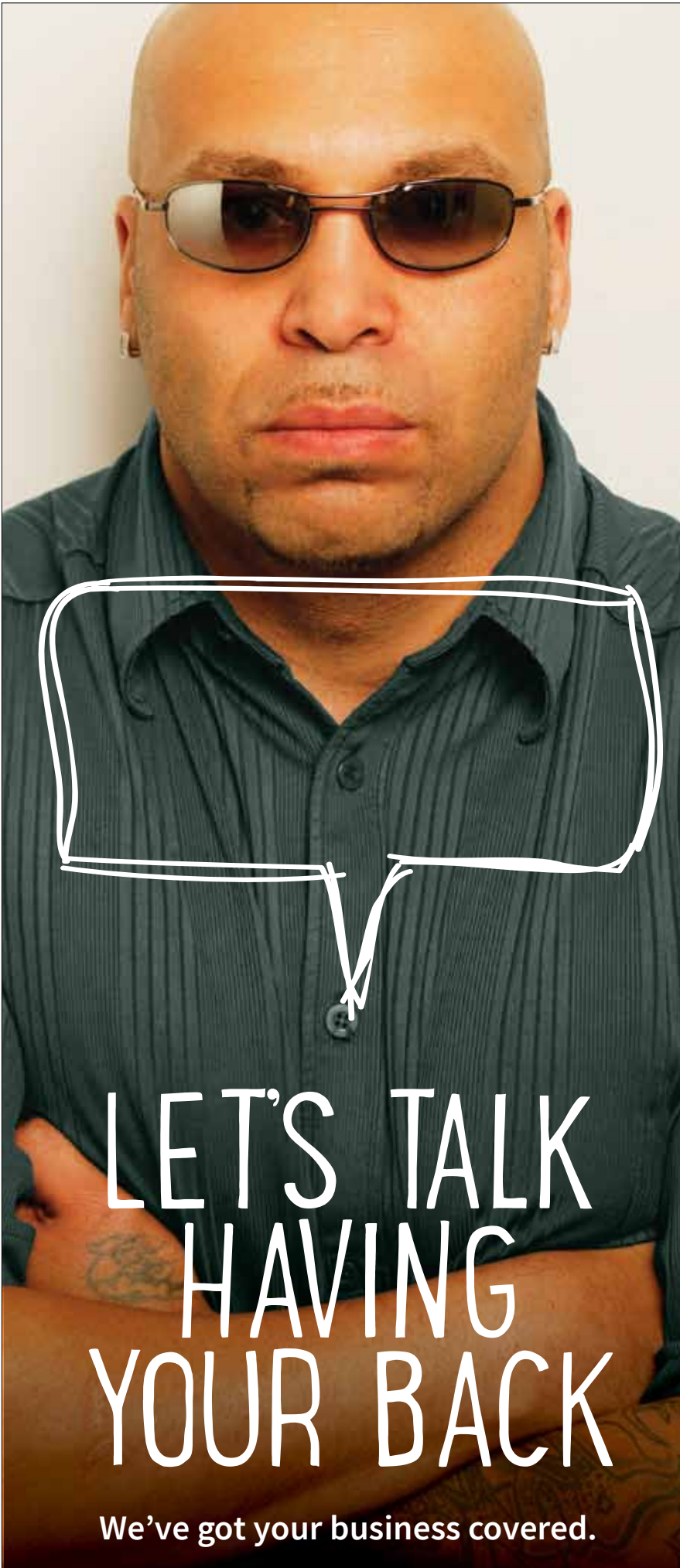
The equipment necessary for the testing is expected to be installed at the Fort Collins-Loveland airport by spring, with initial testing and assessments of the new technology commencing shortly thereafter.

CSU researchers awarded \$1 million agriculture grant

A team of Colorado State University researchers has received a \$1 million grant from the Natural Resources Conservation Service to study how crop rotations and management can improve soils through the retention of carbon and water in drier growing regions of the Great Plains.

The NRCS is an agency of the U.S. Department of Agriculture that works with landowners to help them conserve and improve their natural resources.

Diversifying crop rotations and using cover crops has helped maintain yields and reduce environmental impacts in other parts of the United States by helping to improve soil quality. The CSU study will examine which rotation strategies are best suited to Colorado, Kansas and western Nebraska, which are much drier than other growing regions in the country. Meagan Schipanski, an assistant professor of soil and crop sciences at CSU, will lead the study.



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Encana sells Colorado drilling assets for \$900M

By Joshua Lindenstein

jllindenstein@bizwestmedia.com

ERIE—Encana Corp. (NYSE: ECA), one of the largest oil and gas producers in Northern Colorado, is selling its assets in the state to a joint venture formed by Denver-based The Broe Group and the Canada Pension Plan Investment Board for \$900 million.

The Broe Group, whose Great Western Oil & Gas Co. is itself a significant player in Northern Colorado, will own 5 percent of the new entity, while CPPIB will own 95 percent. The deal with Calgary, Alberta-based Encana, announced Oct. 8, is slated to close by the end of the year. The name of the new venture is still being finalized.

Encana's holdings in the Denver-Julesburg Basin include 51,000 net acres and more than 1,600 wells that produced an average of 52 million cubic feet of natural gas and 14,800 barrels of crude oil and natural gas liquids per day during the first half of the year. Estimated proved reserves at the end of 2014 were 96.8 million barrels of oil equivalent.

Much of Encana's Denver-Julesburg activities center in or around Erie, which straddles the Boulder-Weld county line. The Erie Town Board of Trustees on Aug. 25 approved an operator agreement that governs Encana's activities within and adjacent to the town. The agreement includes provisions for stricter noise restrictions, additional leak and air-quality inspections and setbacks of at least 1,000 feet from homes. Encana also agreed to meet quarterly with town officials.

A Broe spokesman told the Boulder Daily Camera/Colorado Home-town Weekly that the company would



ISTOCK

Encana's sale of its Erie-area operations will further offset debt the company has incurred due to lower oil prices worldwide.

honor the Erie/Encana agreement. The new Broe/CPPIB venture will operate as a standalone business governed by its own board of directors. The Broe Group is working to assemble a management team for the firm. The acquisition adds to a Broe portfolio that includes Great Western Oil & Gas, the Great Western Industrial Park in Windsor, a railroad and transportation affiliate OmniTRAX Inc., and Three Leaf Ventures, an investment affiliate focused on health-care

technology startups.

"At nearly \$1 billion in total value, this is a milestone transaction for The Broe Group and represents the kind of investment we are actively seeking," The Broe Group chief financial and operating officer Claude Pumilia said in a prepared statement. "We are pleased to be partners with CPPIB to acquire an asset with significant proved reserves, strong production and attractive well performance and returns. The combination of the management expertise of The Broe Group with the financial strength of CPPIB will drive the success of the new venture."

For Encana, the deal marks yet another divestiture as oil companies suffer from the effects of the plummet crude prices have taken since the middle of last year. The company, which said it would use proceeds from the Colorado sale to "further strengthen its balance sheet and create greater flexibility in this market environment," has pulled in net proceeds of about \$2.7 billion in 2015 from divestitures. The company says it will have reduced its net debt in 2015 by approximately \$3 billion by the end of the year.

"As we advance our strategy we continue to focus our portfolio and capital on our four most strategic assets – the Permian, Eagle Ford, Duvernay and Montney," Encana CEO Doug Suttles said in a prepared statement. "The new entity is acquiring a quality asset along with a highly talented team."

Joshua Lindenstein can be reached at 303-630-1943, 970-416-7343 or jllindenstein@bizwestmedia.com. Follow him on Twitter at @joshlindenstein

NEWS&NOTES

Erie selects partner for retail center

The town of Erie's urban renewal authority will provide tax-increment financing to Phoenix-based Evergreen Devco Inc. to develop a retail center on an approximately 50-acre site on the southeast corner of U.S. Highway 287 and Arapahoe Road – plus about six acres on the southwest corner.

Through tax-increment financing, municipalities can dedicate future tax revenue of a particular business or group of businesses toward an economic-development project.

The town envisions a retail center suitable for large retailers, along with smaller support retailers, services and restaurants.

Corporate sponsorships sought for dog park

A drive for corporate sponsorships is part of an effort to raise money to build the town of Erie's first dog park.

The fund drive is expected to continue through December for "The Boneyard at Reliance Park," which would be located on eight or nine acres on Briggs Street north of downtown.

Town trustees allocated \$15,000 last year for flood repairs at Reliance Park and to expand the parking lot in anticipation of the dog park. An additional \$10,000 is in the town's proposed 2016 budget plans, but the money would be used only to supplement whatever is raised by a resident committee through individual and corporate donations.

Red Hawk gets grant for teacher training

Red Hawk Elementary School in Erie has received a grant to develop an online class for teachers on incorporating more movement into the school day. The \$50,000, two-year Thriving Schools grant from Kaiser Permanente Colorado will enable the school to continue work from a previous \$100,000, two-year Thriving Schools grant.

The school has scheduled student movement sessions each morning since the school opened four years ago.

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Erie moves forward with three new retail centers

The economy is a top priority for Erie residents. Only 6 percent think there is ample shopping close to home. Not surprisingly, the vast majority of residents support the town's efforts to increase retail opportunities in Erie.

It's always good to share good news, so here it is: The retail we've been working so hard to attract is on its way. In fact, during September, Erie moved forward with three new retail centers.



ERIE VOICE
PAULA MEHLE

The Board of Trustees approved agreements resulting in the purchase of an approximately 20-acre site for the King Soopers at Vista Ridge MarketPlace shopping center, to be located at the northwest corner of Colorado Highway 7 and Sheridan Boulevard. The 20-acre MarketPlace is set to open in advance of the holidays in 2016.

The shopping center will be approximately 125,000 square feet and is designed as a one-stop "lifestyle" shopping destination. The Erie store will be the first to feature King Soopers' new "Click List" offering online shopping where customers

can schedule their pick-up time, go to a special drive-through lane and have a personal assistant load their groceries.

In addition to the MarketPlace, there will be 7,100 square feet of immediately adjacent retail stores; three stand-alone retail pad sites (each over an acre in size) and a King Soopers fuel station.

The town's Urban Renewal Authority selected Evergreen as development partner for the Highway 287 and Arapahoe retail center. The majority of the approximately 50-acre site is located at the southeast corner of Arapahoe Road and U.S. Highway 287 with an approximately 6-acre portion located on the southwest corner of the intersection. Evergreen and the town envision a retail center suitable for large retailers along with smaller support retailers, services and restaurants.

With nearly four decades of development experience across the country, Phoenix-based Evergreen is a developer of shopping centers, single-tenant commercial, multi-family and single-family projects and provides property management, asset management and consulting services. Principal Tyler Carlson of Evergreen's Denver office will lead the project.

In a separate action, the Board of

With a growing population, new homes, strong household incomes and increased daytime populations, retailers know they need to position themselves here sooner rather than later ... the Four Corners intersection is the place to be.

Trustees approved the Highway 287 Urban Renewal Area Plan inclusive of Tax Increment Financing to assist in improving and completing infrastructure, and advancing private investment within its boundaries.

The board approved the Four Corners Urban Renewal Area Plan inclusive of tax-increment financing, creating the opportunity to use net new tax revenues generated by this project to help finance some related improvements.

The 45-acre Four Corners pro-

posed mixed-use development, at the southwest corner of Erie Parkway and County Line Road, includes a variety of housing types plus 14.5 acres of Community Commercial to accommodate the type of neighborhood retail the community has been craving for years.

With a growing population, new homes, strong household incomes and increased daytime populations, retailers know they need to position themselves here sooner rather than later. With great visibility in all directions and increasing traffic from surrounding development, the Four Corners intersection is the place to be.

The Four Corners sketch plan presented by Justin McClure of RMCS LLC earlier this year represents the developer's layout of the site. RMCS was involved in the Downtown East Louisville and Steel Ranch neighborhoods. McClure has indicated that this site would accommodate retail opportunities such as a smaller grocery store.

More information on these retail developments is online at erieco.gov/economic_development.

Paula Mehle is economic-development coordinator for the town of Erie. Contact her at 303-926-2769.



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BW REAL ESTATE & CONSTRUCTION


Malls' new life

Redevelopment projects lure other economic activity nearby

By Beth Potter
news@bizwestmedia.com

For retailers, restaurants and residents, it seems that being “close-in” to your community is cool again. In both Longmont and Fort Collins, city planners and developers are touting the effects of revamped shopping centers about to open. Longmont’s \$90 million Village at the Peaks project at 1250 S. Hover Road is slated to open in November. In Fort Collins, the new \$313 million Foothills Mall at 215 E. Foothills Parkway has a grand opening set for Friday, Nov. 13. Nordstrom Rack and H&M clothing store will kick off the grand opening with plans to open in October. Government officials offered tax-increment financing to jump-start development in both cities, and the follow-on effects have been phenomenal.

Longmont: Not all happy

In Longmont, Sports Authority soon will move into a 32,280-square-foot spot at Village at the Peaks. The regional sports retailer was looking for more space than its current location at 2251 Ken Pratt Boulevard, said

Allen Ginsborg, managing director at NewMark Merrill Mountain States, the company overseeing the Village project.

Cotton Burden, owner of Burden Inc., is not happy about Sports Authority’s planned move. The company has a lease at the Village at Burlington location through fall 2017, Burden said.

“(Village at the Peaks brokers) cannibalized our Sports Authority, and they tried to cannibalize every tenant we had, but what they did was contrary to the understanding that they had with the city,” Burden said. “The goal was to bring in new business.” Longmont’s urban renewal authority approved more than \$27 million in tax-increment financing for the new shopping center with a requirement that more than 80 percent of the companies there would be new to Longmont. For his part, Ginsborg said that Sports Authority officials said the Longmont store would have closed and the company would “exit the market” if it didn’t make plans to move to the new location. Sports Authority officials were not immediately available for comment.

The mix of retailers, restaurants

“(Village at the Peaks brokers) cannibalized our Sports Authority, and they tried to cannibalize every tenant we had, but what they did was contrary to the understanding that they had with the city.”

Cotton Burden, owner Burden Inc.

and entertainment is planned to be “contemporary” to help the new shopping center succeed, Ginsborg said. Critics have complained that not enough apparel retail shops are included in the project.

“Our project wasn’t designed to be a fashion project. It’s designed to be a contemporary retail center,” Ginsborg said. “The reason (Twin Peaks) Mall failed is that it wasn’t contemporary.”

A luxury Regal Theater, a Whole Foods grocery store with its emphasis on prepared foods, and Wyatt’s Wet Goods Wine and Spirits next to Whole Foods all will delight shoppers,

Ginsborg said. Both Regal and Whole Foods upped their planned square footage after the project started, he said.

“They have targeted this as an upscale area,” Ginsborg said. “It is a wonderful place to celebrate Longmont. That’s the main vision that I have for this.”

The Village at the Peaks opening will benefit retail areas in all of southwest Longmont, said Don Macy, who owns St. Vrain Centre on the west side of Hover Road, directly across the street from the new shopping area, as well as several other developed and undeveloped parcels nearby. Macy said his lease rates are about half the price for space at Village at the Peaks, and it’s easier for customers to get to his businesses, whether they’re headed to Sprouts Farmers Market at 1101 S. Hover Road, the nearby PetSmart, or to other surrounding shops and restaurants. Macy declined to give specific lease rates. Party City, at 900 S. Hover Road, also will stay where it is.

“Overall, it’s going to be helpful to us,” Macy said. “Our (shops) have higher visibility and easier access.”

Noodles and Co. at 1087 S. Hover Road, is doing an expen-



Regal Cinemas will be on of the anchor tenants in the Village at the Peaks in Longmont. The \$85 million redevelopment is slated to open later this year.
COURTESY NEWMARK MERRILL MOUNTAIN STATES

Redevelopment redefines retail

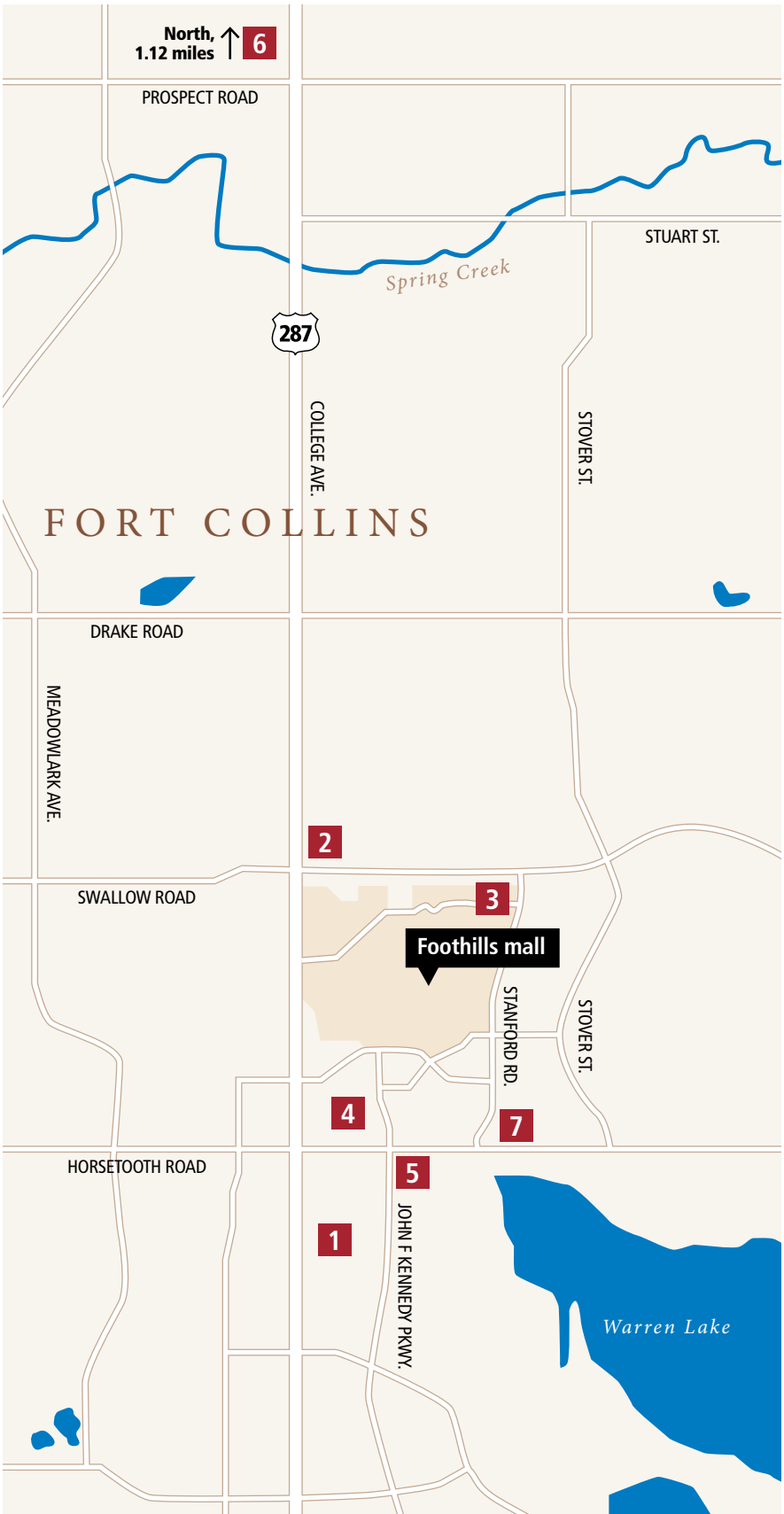
Foothills mall in Fort Collins and Village at the Peaks in Longmont have affected neighboring properties for good and bad, including some retailers vacating other properties in favor of the malls, and with investors snapping up properties around the malls for redevelopment.

FORT COLLINS

- 1** Former Toys R Us purchased by developer Les Kaplan in 2013, now occupied by Conn's Home Plus
- 2** 2900, 3000 and 3030 S. College Ave. purchased by Palmer Properties due to mall redevelopment
- 3** New Foothills Mall Apartments by McWhinney
- 4** New Trader Joe's and Sierra Trading Post at The Square, revitalized in part because of the mall redevelopment
- 5** Luxury apartment complex planned by developer Butch Stockover.
- 6** Sports Authority will vacate its building at Mulberry and College and move to the new mall. McWhinney will buy the Sports Authority site when it's vacated.
- 7** New senior housing project by Cornerstone Associates LLC

LONGMONT

- 8** Former Walmart building just north of Village at the Peaks, a 90,000-square-foot building rumored to be getting a fitness center and home-decor store
- 9** Sports Authority will vacate this building to move to the Village at Twin Peaks
- 10** Party City will vacate this building to move to the Village at Twin Peaks.



CHRISTOPHER WOOD/BIZWEST

The Sports Authority in both Fort Collins and Longmont will relocate to the cities' re-vamped malls from the current locations. Allen Ginsborg, managing director at New-Mark Merrill Mountain States, said that Sports Authority officials said the Longmont store would have closed and the company would "exit the market" if it didn't make plans to move to the new location.

sive remodel, and "they're happy with where they are," Macy said. Other restaurateurs call almost continually looking for space, but Macy said he turns them down. There's "a plethora of restaurants" on the southwest side of town already, Macy said. Just north of the Village at the Peaks, "two deals" are in the works for new tenants in the former Walmart building, according to Tom Castle, a commercial broker at Sullivan Hayes Cos.' Colorado Boulevard office in Denver. It's premature to announce the tenants since no decision has been

reached yet, Castle said. A fitness chain may be one tenant, while a home furnishings store could be another, based on information filed with a Longmont economic development office. "We're keeping a close eye on Longmont. We like that market," Castle said. "It's a great community with people who need retail services." Boulder developer David Chaknova bought the former Johnny Carino's restaurant property at 2033 Ken Pratt Blvd. Chaknova was not immediately available for comment about what he plans to do with the property.

Please see **Mall**, page 12

November is

Homeless & Runaway Youth Awareness Month

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Thurs, Nov 12

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Wednesdays in November

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Snooze An A.M. Eatery, 1617 Pearl, Boulder

★ Nov 11

Gondolier Italian Eatery, 4800 Baseline, Boulder

Gordon Biersch, Flatiron Crossing, Broomfield

★ Nov 18

Gondolier Italian Eatery, 4800 Baseline, Boulder

Avery Brewing Co, 4910 Nautilus Ct, Boulder

Tengu, 3053 Brighton, Denver

★ Nov 25

Gondolier Italian Eatery, 4800 Baseline, Boulder

Proto's Pizza, 489 US-287, Lafayette

Proto's Pizza, 8001 Arista, Broomfield

Shout Out

Tues, Nov 3, 6pm

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CHRISTOPHER WOOD/BIZWEST

The Square, next to Foothills in Fort Collins, is undergoing a major renovation and is host to two new high-profile retailers — Trader Joe's and Sierra Trading Post.

Mall, from 11

Fort Collins: Back to Midtown

In Fort Collins, the \$313 million Foothills Mall redevelopment and the new Trader Joe's and Sierra Trading Post at The Square on the northeast side of College Avenue and Horsetooth Road are pushing nearby development on South College. Nearby apartment project proposals and redeveloped office buildings are expected to change the landscape. For developer Les Kaplan at Imago Enterprises Inc., the story really is about bringing folks back into central Fort Collins, rather than sending them out to regional destination shopping centers such as the Promenade Shops at Centerra, at U.S. Highway 34 and Interstate 25 in Loveland.

"I think the commercial real estate community generally appreciates the benefits of being closer in to where the population and employment is," Kaplan said. "Why should we leave good, close-in locations for locations that you have to drive to on the premise that you have a regional market?" Kaplan has put his money where his mouth is, redeveloping the Peloton Cycles building at 2101 S. College Ave., the former Maytag building at 1801 S. College Ave. at Stuart Street, and the 40,000-square-foot Toys R Us building at 120 Bockman Drive. He also owns the 7-acre Carmike Theater and recently bought an 18,000-square-foot office building near the mall, declining to give the address.

The biggest planned apartment complex is an upscale \$92 million project along the Foothills Mall perimeter—about 12 acres along Swallow and Stanford roads – proposed by McWhinney Inc. of Loveland. If approved, the apartments could be ready for move-in by the end of 2017. Developer Butch Stockover plans to build as many as 80 apartments on vacant land near the intersection of Horsetooth Road and John F. Kennedy Parkway.

To the north, the five-story, 299-

unit Spring Creek Station student housing project has been proposed or a spot north of Whole Foods Market by Collegiate Development Group. All of Midtown is starting to take on more of a sense of place, with pedestrian potential and the new MAX bus rapid transit line, Kaplan said. As a result, office building fix-ups will follow, he said. Three office buildings at 2900, 3000 and 3030 S. College Ave. were bought in July by Palmer Property Management, doing business as 3842 Mason LLC. Palmer now owns at least 10 Midtown buildings, including its own Palmer Flowers building at Mitchell Drive.

The "Everitt building" and two of its neighbors on South College are expected to get a makeover of more than \$1 million, according to published reports. Kaplan is working on redeveloping an office building at 1730 S. College Ave.

Filling the vacancies

Vacant officespace now is closeto zero on South College Avenue, Kaplan said. "For years, these were marginal, low-rent buildings," he said. "They're being upgraded to appeal to a higher-quality tenant."

Real estate brokers also are looking at other existing spots on South College to develop near the Foothills mall site—potentially current car dealership lots.

Back in Longmont, city redevelopment and revitalization director David Starnes is pushing for more tenant interest in the former Walmart building, while touting the new Regal Theater and Whole Foods Market. City workers "heard the community loud and clear" about entertainment and restaurant choices, Starnes said. Customers shopping, eating and watching movies at the Village at the Peaks and the surrounding area can "stop the leakage" of sales tax to surrounding cities, including Boulder's Twenty Ninth Street shopping area and Broomfield's FlatIron Crossing mall, he said.

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BKS Environmental Associates Inc. - Gillette, WY
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Green Ride CO Inc. - Loveland, CO
Medical Center of the Rockies - Loveland, CO
Miramont Lifestyle Fitness - Fort Collins, CO
Northern Colorado Traffic Control - Greeley, CO
Poudre Valley Rural Electric Association Inc. - Fort Collins, CO
Roberts Excavation - Berthoud, CO
Savant Homes Inc. - Timnath, CO
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The Local Crowd LLC - Laramie, WY
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Wyoming State Bank - Laramie, WY

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Central Wyoming Rescue Mission - Casper, WY
Enight Skills Center Inc. - Fort Collins, CO
Project Sanctuary - Granby, CO
Project Self-Sufficiency of Loveland and Fort Collins - Loveland, CO
SAGE Global Education - Fort Collins, CO
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Conference to spotlight area real estate trends

BizWest Staff

news@bizwestmedia.com

BOULDER—Paul Bishop, vice president for research at the National Association of Realtors, and John Cover, regional director for Metrostudy, a group that provides analysis for residential real estate markets, will deliver keynote speeches at BizWest's annual Boulder Valley Real Estate Conference & Forecast in November.

Bishop's talk, titled The View from Washington, will cover national trends for the mortgage and housing markets and the outlook for the

economy overall, and how they will compare with Colorado and the Boulder Valley.

Covert, who focuses on residential markets in Colorado and New Mexico, will deliver The View from Denver, focusing on Colorado's white-hot housing market providing what the numbers show for the state, and what the outlook is for 2016.

Attendees can earn six continuing credits from Van Ed.

The agenda:

9 to 10:15 a.m.

Residential Forecast: What do the latest numbers tell us about the resi-

dential market in the Boulder Valley? We'll examine sales numbers, listings, average and median prices and much more. D.B. Wilson, Re/Max of Boulder

Commercial Forecast: Office, retail and industrial space is filling up throughout the Boulder Valley. We'll take a look at major developments and sales, as well as the latest vacancy and leasing statistics. Lynda Gibbons, Gibbons-White Inc.

10:30 to 11:30 a.m.

Icons of Real Estate

Ask questions of the Boulder Valley's top real estate developers, investors and owners in this first-of-its-kind

If you go

What: Boulder Valley Real Estate Conference & Forecast

When: 9 a.m. to 4 p.m., Nov. 18

Where: Glenn Miller Ballroom, University of Colorado Boulder, 1669 Euclid Ave., Boulder

How much: \$49 by Oct. 21, \$59 by Nov. 17, \$69 at the door.

Register online:
fallrealestateconference.com

panel of leaders in commercial real estate. Stephen Tebo, Tebo Properties; Becky Gamble, Dean Callan & Co.; Lynda Gibbons, Gibbons-White Inc.; Lou DellaCava, LJD Enterprises.

Top Reasons There's No Inventory

We'll take a look at some of the root causes of the lack of inventory, how Realtors are responding, and what it means for the mix of housing and residents in the Boulder Valley. Moderator: Jay Kalinski, ReMax of Boulder. Kelly Moye, Re/Max Alliance; Duane Duggan, Re/Max of Boulder.

11:45 to 1 p.m.

Lunch and Keynote Addresses

The View from Washington

The View from Denver

1:15 to 2:30 p.m.

Breaking Ground

Our panel of development directors will provide a complete rundown of the region's top projects. Aaron DeJong, economic development director, Louisville; David Driskell, executive director of community planning and sustainability, Boulder; Paula Mehle, economic-development coordinator, Erie; Karen Westover, planning and building director, Lafayette; Dave Shinneman, acting community development director, Broomfield; David Starnes, redevelopment and revitalization manager, Longmont

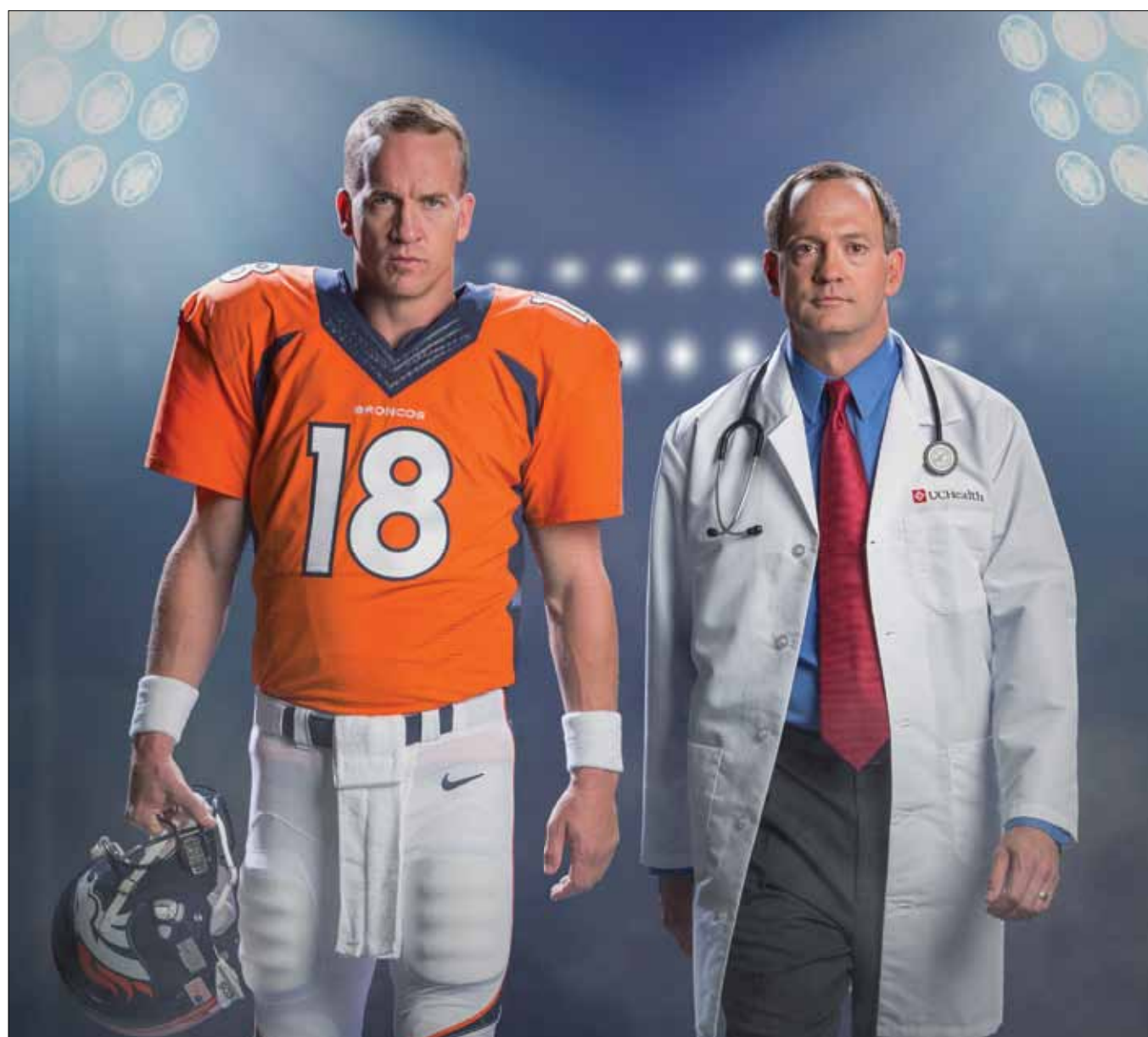
Market Movers

This panel of experts will provide insights into what's being built to accommodate new people moving in. Cindy DeGroen, projections demographer with the Colorado Department of Local Affairs; Audrey DeBarros, 36 Commuting Solutions; Frances Draper, vice chancellor for strategic relations, University of Colorado Boulder; Bruce Messinger, superintendent, Boulder Valley School District; Robert Vissers, CEO, Boulder Community Health; Tom Roiniotis, general manager, Longmont Power & Communications (NextLight).

2:45 to 3:45 p.m.

Politics and Policy


Our panel will debate some of the latest policies and proposals that have surfaced in Boulder, presenting both sides of the growth/anti-growth issue. Moderator: Chris Wood, publisher and editor, BizWest. Panelists: George Karakehian, Boulder City Council member; Sam Weaver, Boulder City Council member; Bob Greenlee, former Boulder mayor.




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1	Mountain-n-Plains Inc. 375 E. Horsetooth Road, Building 3, Suite 100 Fort Collins, CO 80525	9,788,318 9,788,318 0	64 0 608	20	970-221-2323/970-221-5310 justinm@mountain-n-plains.com www.mountain-n-plains.com	Justin Morrison President/Owner 1979
2	Haven Property Managers & Advisors 1000 S. McCaslin Blvd., Suite 300 Superior, CO 80027	9,400,000 400,000 9,000,000	8 1,163 7,000	60	303-530-0700/303-530-0217 CGeer@havenpm.com www.havenpm.com	Christopher Geer CEO 1968
3	Flatiron Property Management LLC 2101 Ken Pratt Blvd., No. 101 Longmont, CO 80501	2,600,000 2,600,000 0	54 0 0	9	303-647-4011/303-647-4012 kcash@flatironpm.com www.thecampusatlongmont.com	Kory Cash agent 2012
4	The Colorado Group Inc. 3434 47th St., Suite 220 Boulder, CO 80301	1,863,197 1,863,197 0	73 0 0	4	303-449-2131/303-449-8250 jason@coloradogroup.com www.coloradogroup.com	Scott Reichenberg president 1984
5	Henderson Management & Real Estate 5110 Granite St., Unit D Loveland, CO 80538	1,525,919 105,120 1,420,799	7 571 565	49	970-663-6311/970-484-8246 N/A www.hmre.net	Jason Hanson President 1994
6	Newmark Merrill Mountain States 630 15th Ave., Suite 100 Longmont, CO 80501	1,200,000 1,200,000 0	5 0 0	7	720-438-2500/720-438-2509 lmcfetridge@newmarkmerrill.com www.newmarkmerrill.com	Allen Ginsborg managing director, principal 2007
7	Gibbons-White Inc. 2305 Canyon Blvd., Suite 200 Boulder, CO 80302	1,080,000 1,080,000 0	47 0 0	10	303-442-1040/303-449-4009 info@gibbonswhite.com www.gibbonswhite.com	Lynda Gibbons President/Managing Broker 1986
8	Freeman Myre Inc. 3000 Pearl St., Suite 100 Boulder, CO 80301	851,577 851,577 0	16 0 0	5	303-827-0020/303-827-0022 Tnewman@freemanproperty.com www.freemanproperty.com	Andrew Freeman President 2000
9	Mock Property Management Co. 825 S. Broadway, Suite 200 Boulder, CO 80305	820,000 40,000 780,000	4 71 275	10	303-497-0670/303-497-0666 bruce@mockpm.com www.mockpm.com	Bruce Mock owner 1966
10	Horizon West Property Management 760 Whalers Way, A-200 Fort Collins, CO 80525	604,000 604,000 0	23 0 0	6	970-225-0888/970-225-1100 gary@horizonwestproperties.com www.horizonwestproperties.com	Mitchell Morgan; David Veldman owners 1986
11	Dean Callan & Co., Inc. 1510 28th St., Suite 200 Boulder, CO 80303	600,000 600,000 0	35 0 0	15	303-449-1420/303-440-6621 gcalley@deancallan.com www.deancallan.com	Gina Calley; Becky Gamble Vice President ; president 1963
12	Investors Properties, LLC 2850 McClelland Drive, Suite 1600 Fort Collins, CO 80525	500,605 500,605 0	15 0 0	3	970-226-2600/970-226-2609 mark@investors-usa.com www.investors-usa.com	Mark Lockwood Managing Broker 2005
13	Palmer Properties 3711 John F. Kennedy Parkway, Suite 317 Fort Collins, CO 80525	500,000 500,000 0	32 0 0	11	970-204-4000/970-207-0081 spalmer@palmerpropertiesco.com www.palmerpropertiesco.com	Spiro Palmer CEO 1979
14	OnSite Property Management Services 123 N. College Ave., Suite 200 Fort Collins, CO 80524	332,362 123,562 208,800	12 0 156	9	970-282-8281/970-797-1015 david@onsiteproperty.com www.onsiteproperty.com	
15	Aspen Management 1000 S. McCaslin Blvd., Suite 300 Superior, CO 80027	308,000 7,700 300,000	1 0 150	3	720-473-6440/303-544-1411 info@aspen-mgmt.com www.aspen-mgmt.com	Weston Baur; Scott Henderson CEO, managing broker; CFO 2010
16	Heartwood Properties 1539 Pearl St. Boulder, CO 80302	280,000 0 280,000	0 216 89	7	303.325.2606/N/A Eric@heartwoodpm.com www.heartwoodcos.com	Eric Mallon; Scott Holton President; principal 2015
17	Valentiner & Associates 4735 Walnut St., Suite 150 Boulder, CO 80301	250,000 220,000 30,000	11 35 0	1	303-443-9342/303-443-1252 sheri@valentinerrealty.com www.valentinerrealty.com	
18	Property Management Services & Solutions 700 McGraw Drive Fort Collins, CO 80526	250,000 21,150 228,850	2 40 135	6	970-672-8550/970-672-8556 vickyfanea@gmail.com www.fortcollinspropertysolutions.com	Vicky Fanea-Burnett Managing Broker 2009
19	Peak Property Management 3424 Stanford Road Fort Collins, CO 80525	200,000 0 200,000	0 2 85	2	970-377-2717/970-237-4835 info@peakproperty.net www.peakproperty.net	Debbie Jackson owner/broker 1999
20	Loveland Commercial LLC 1043 Eagle Drive Loveland, CO 80537	174,482 174,482 0	9 0 0	17	970-667-7000/970-635-2514 lovelandcommercial@gmail.com www.lovelandcommercial.com	Blaine Rappe managing broker 1996
21	Real Living 1st Choice Real Estate Services 1661 N. Estrella Ave. Loveland, CO 80538	165,600 46,747 118,853	34 36 167	3	970-669-9696/970-669-7428 Cathy@1stChoiceREServices.com www.1stChoiceREServices.com	Cathy Forsythe broker/owner 1993
22	Kurt's Property Management & Investments, LTD P.O. Box 271686 Fort Collins, CO 80527	74,000 0 74,000	0 0 47	2	970-377-0810/970-232-9579 denise@kurtjohnson.com www.kurtjohnson.com	Kurt Johnson Broker/Owner 2005
23	All County Boulder Property Management 5600 Arapahoe Ave., Suite 202 Boulder, CO 80303	35,500 0 35,500	0 30 130	7	720-428-2100/720-428-2105 contact@allcountyboulder.com www.allcountyboulder.com	Simon Heart Owner of ACBPM/ Property Manager 2012
24	All County Larimer 126 W. Harvard Drive, Suite 3 Fort Collins, CO 80525	10,000 0 2,000	0 0 10	2	970-825-1000/970-825-1001 tbricker@allcountylarimer.com www.Allcountylarimer.com	Tim Bricker Owner 2015

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Digest, from 5

enter into discovery and disclose potentially sensitive customer information when it remains unclear whether the PUC will even consider Boulder’s application in the first place. Xcel has filed a motion to dismiss Boulder’s application, a matter that likely won’t be decided until late this month at the earliest. But the commissioners saw CU’s motion as unnecessary.

Posted Oct. 7.

Go NoCo asks state to fill tourism funding gap

DENVER — A coalition of more than 20 representatives from local governments and private businesses in Northern Colorado took their three-minute turns in Denver hoping to convince the state’s Economic Development Commission to grant \$80.7 million in funding to offset the cost of building four proposed tourism projects in Northern Colorado.

Prior to those pitches, the commission watched a video about the \$334 million worth of proposed projects: The PeliGrande Resort and Conference Center in Windsor, The Indoor Waterpark Resort of the Rockies and the U.S. Whitewater Adventure Park in Loveland, and the Stanley Hotel Auditorium and Film Center in Estes Park, which will expand the hotel’s annual film festival that has been holding for the past three years.

If selected, state funding to offset the costs of the projects will come available through the Office of Economic Development and International Trade by the Regional Tourism Act passed in 2009, which allows the rebating of state sales-tax revenue that new, out-of-state visitors would generate in a predetermined tourism zone.

Posted Oct. 5.

Martin Marietta: Weld asphalt plant still a go

GREELEY — Despite a lawsuit filed last month by eight residents and businesses near the Weld-Larimer county line, Martin Marietta Materials Inc. says it is going ahead with plans to build a \$20 million asphalt plant near U.S. Highway 34 west of Greeley.

The Weld County Planning Commission had voted 4-3 in July to recommend that the proposal be denied, but were overruled by a unanimous vote of Weld County commissioners after a lengthy public hearing on Aug. 12. The commissioners issued a “Resolution and Hearing Certificate for Use by Special Review” permit on Sept. 27, which included 42 development standards and more than 30 conditions of approval, including hours of operation, lighting, landscaping, air quality, noise, road maintenance, haul routes and traffic improvements.

“The Weld County commissioners’ approval was

NEWS DIGEST

contingent upon a considerable number of modifications to our project and strict conditions that will be protective of the public and the environment,” said David Hagerman, regional vice president of Raleigh, N.C.-based Martin Marietta (NYSE: MLM), in a media statement issued Monday. “These are very costly modifications to our project, but they will make this site even more compatible with our neighbors, and we believe that it is money well spent.”

Posted Oct. 5.

Qualcomm laying off 158 in Boulder

BOULDER — Qualcomm Inc., is laying off 158 full-time workers at its Boulder offices as part of a major reorganization for the semiconductor company.

Officials for San Diego-based Qualcomm disclosed the layoffs in a Worker Adjustment and Retraining Notification Act filing with the state of Colorado this month. The layoffs are slated to begin Nov. 20, and come at the same time the company is reportedly laying off more than 1,300 employees in San Diego. Qualcomm employs some 31,000 worldwide.

Company officials have stated that the affected employees will be provided severance packages, outplacement resources and other career transition services.

Qualcomm owns a five-building campus in Gunbarrel on Lookout and Spine roads.

Posted Sept. 30.

Whole Foods’ action doesn’t get Haystack’s goat

LONGMONT — Despite confirming that “a pretty big chunk” of Haystack Mountain Goat Dairy’s goat cheese had gone to Whole Foods customers, an official for the Longmont-based producer said Whole Foods’ decision to stop selling products made using a Colorado-based prison labor program wouldn’t adversely affect the dairy’s relationships either with the natural-foods grocer or with Colorado Correctional Industries.

A protest at one of Whole Foods’ stores in Houston prompted the chain to announce that it was stopping the practice of selling goat cheese and tilapia sourced through CCI inmates. The grocer had initiated the relationship as a way to help rehabilitate prisoners – a mission CCI confirms on its website – but prison-reform advocates saw the practice as taking advantage of inmates who are being paid meager wages.

John Scaggs, director of sales and marketing for Haystack Mountain, said “Whole Foods did account for a pretty big chunk of our production, but we’re committed to working with Whole Foods to find different milk sources from around the state for the cheese we sell to them.”

Posted Sept. 30.

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October 28

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Listening in sales: Is it a lost art?

Has this ever happened to you? You had an initial meeting with a prospective client. You asked that prospect what seemed to be all the right questions. You had what felt to you like a good conversation, and based on that conversation, you scheduled the next meeting, went back, presented your proposal, and ...it bombed.

There are a lot of possible reasons for that outcome, but today, consider this possibility: You weren't listening actively. If that's the case, you might have missed important elements of what the prospect really wanted to say. There are several indicators that you or your salespeople can monitor to practice the discipline of really listening intently to your customers and prospective clients.

First, if you're thinking of what you're going to say next during a conversation with the prospect, you're probably not really hearing what they're saying in that moment. We call this malady competitive listening. Second, if a salesperson is talking for more than 60 seconds at a time, there's a good chance he or she may be dominating the conversation. Paying attention to this important indicator can help you follow the 70-30 rule which means listening 70 percent of the time and only talking 30 percent of the time.

Finally, consider this. To the average salesperson, anything more than two seconds of silence can be an unbearable pause, which will tempt them to jump in and start talking or keep talking. A salesperson who is a great listener will embrace that silence to give the prospect time to reflect, feed back and continue sharing.

Here's a process that will help your salespeople listen actively during your discussions with a prospect or client:

Step 1: Recognize the real goal of all your communication. When we communicate, we have an innate need to be understood and acknowledged. That means Step 1 is letting your prospect or customer know that he has been heard and understood! There are two ways to do this. You can paraphrase what your prospective cli-

ent just shared with you – that is, feed back to them what you heard them say in your words. An even stronger technique is to use restatement, which is to restate exactly what the prospect just shared using their exact words.

Step 2: Send subtle messages that say, "I hear you, I'm paying attention," as the other person speaks. When you are engaged in a conversation, how do you let the other party know that you are listening and understand what he or she is saying? Simply nod your head or say, "I see," "OK," or "That makes sense," each time she makes a point.

Step 3: Before making points of your own, restate key content to prove you were really listening and really do understand what was said. Active listening is the process of reflecting back to the speaker the message you heard in order to confirm or correct your understanding. That is accomplished by summarizing the speaker's message and asking for confirmation or, if needed, clarification.

Here's an example of Step 3 in action:

Prospect: "Minimizing equipment down time is our primary goal. When we have to take equipment off line for maintenance, it totally disrupts our production schedule and filling orders on time, and then I have the VP of Sales breathing down my neck."
Salesperson: "So, your primary goal is to minimize equipment down time so you don't disrupt the production schedule and negatively impact your ability to fill orders. That will stop the production back-ups and also keep the VP of Sales from breathing down your neck. Did I miss anything?"

Notice that your summary may incorporate the speaker's exact phrases and statements, or you can paraphrase them.

If you follow these three simple steps – understand the true goal of your communication, send the right subtle "I'm listening" signals as the other person is speaking, and restate key content to prove you really were listening – you'll have better conversations, gather high-quality information and make better recommendations. Last but certainly not least, you'll improve your closing ratio!

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



SALES SMARTS
BOB BOLAK

To the average salesperson, anything more than two seconds of silence can be an unbearable pause. A salesperson who is a great listener will embrace that silence to give the prospect time to reflect, feed back and continue sharing.

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With only a few months left in 2015, now is the time to schedule a meeting with your tax advisor to discuss year-end planning. Hopefully you developed a plan earlier in the year and this meeting will allow you to make modifications to that plan and strategize for the remainder of the year.

For business owners, it is important that you have up-to-date financial information so accurate information can be used for planning. If you are behind, you need to develop a plan to get caught up immediately. You will also need to project what net income will look like for the remainder of the year. Don't forget to consider asset purchases you are thinking of making or other expenses you might have.

For individuals, you need to think about how the current year differs from prior year. Is income higher or lower? What about deductions? Did you make estimated tax payments? Should you consider adjusting withholdings for the remainder of the year? Did you have any other changes that will impact current year taxes?

Please let me know if you have questions or would like to schedule a consultation.



Ryan Sanger, CPA
Senior Tax Manager
Anton Collins Mitchell



Ryan Sanger, CPA
Senior Tax Manager
rsanger@acmllp.com
970.352.1700

REAL ESTATE

What's Normal?

If it's one thing I've learned in my 21-year career, it's there's no such thing as "normal." There is no "normal" transaction and there certainly is no "normal" market. There are always traits and nuances that make every market different than the last one. Gosh, this week's market is different than last week! That being said, there are some numbers that jump out at me which tell me that today's market is very unique. Let's look at a few of those.

First, there's only 2.5 months of inventory. That means, at the current pace of sales, it would only take 2.5 months to sell all the homes for sale. A balanced market is 6 months! Because our inventory is so low, prices are accelerating faster than normal. Long-term price growth in our region averages near 5% per year. Prices are growing at over double that rate in 2015.

The other number that jumps out at me that makes today so different is interest rates. To put today's 4% rate in context, consider that it is nearly half of the long-term 30-year average.

Save the date for the 2016 Windermere Real Estate Forecast, January 21st at the Marriott in Fort Collins. 5:30 to 7:00 pm. RSVP to 970-460-3033 or fortcollins@windermere.com.



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ALEX NUTTALL/FOR BIZWEST
The Boulder Theater was the site of the 15th edition of the IQ Awards, honoring companies and individuals who have led their industry and businesses through innovation.

Endeavors pay off for clever InDevR

Life-sciences firm's two wins lead way at 15th IQ Awards

BizWest Staff
news@bizwestmedia.com

BOULDER — Life science company InDevR cleaned up at the 15th edition of BizWest's Innovation Quotient Awards on Oct. 6, taking home the awards for Innovative Company of the Year and the people's choice award for Innovation of the Year.

The IQ Awards, held at the Boulder Theater, featured 21 innovative companies from the Boulder Valley pitching in seven different products and services categories. In addition to a winner in each category, judges also handed out three special awards.

Boulder-based InDevR creates analytical technologies, including instrumentation and assays for the analysis of viruses that accelerate development and manufacturing of life-saving products.

While InDevR was beaten out in the bioscience category during the pitch portion of the competition by JustRight

Surgical, the company beat out a group of companies that included JumpCloud and MinuteKey for Innovative Company of the Year. InDevR also got the most votes text messaged in from the crowd to take home Innovation of the Year.

The full list of award winners included:

Innovative Company of the Year: InDevR.

Other finalists: JumpCloud, MinuteKey

Incubator/Accelerator of the Year: Unreasonable Institute.

The institute unites entrepreneurs with mentors, funders and partners in specialized global educational institutes ranging from five days to five weeks and created to scale solutions to the world's biggest problems such as poverty, social justice and lack of education. Labs and workshops focus on business validation and investment preparedness to take a business to a new level of growth. Other finalists: Boomtown, Galvanize.

Innovator of the Year: Dale Katechis.

The founder of Oskar Blues Brewery in 41 states, Oskar Blues Original Grill and Brew, REEB Cycles, Hops & Heifers Farm and the REEB Ranch, Katechis



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Nouara Sadaoui of Boulder company InDevR, center, stands with event sponsor Donna Schulte of JP Morgan Chase and BizWest Media co-owner Christopher Wood after the ceremony on Oct. 6.

ALEX NUTTALL/
FOR BIZWEST

is largely credited with being the first craft brewer to sell canned beer in the United States. Oskar Blues also has led the industry in developing a resealable beer bottle and selling its beers in larger cans. Other finalists: Bruce Borowsky and Zach Daudert, Boulder Digital Arts; Christopher Peterson and Phillip Vilella, LogRhythm.

Innovation of the Year: InDevR.

PRODUCTS AND SERVICES CATEGORIES
Bioscience: JustRight Surgical.

The company develops right-sized surgical devices that access confined spaces and operate effectively on delicate tissue bundles and fine structures, allowing smaller incisions and better visibility. Other finalists: InDevR, Encision.

Business: BlackSquare Technologies.

The company has designed, engi-

neered, built and now markets a patented, real time, hardware encryption and key management IT security device called Enigma. Other finalists: BluFlux, Atomic20.

Consumer: TECHtionary.

The company offers BiEyes, an iPhone/iPad photo app that allows pictures to be taken with both cameras at the same time called SNAP or POSE. The user takes one photo and then another, and can see them in various image formats and save or share them in multiple media. Other finalists: Soundwall, Lunchbox Electronics.

Green Business: Clean Energy Collective.

A solar tech startup in 2009, the Louisville-based collective has grown to become a leading developer of roofless community solar solutions. CEC pioneered the model of delivering

clean-power generation through medium-scale solar photovoltaic facilities accessible to all utility customers. Other finalists: Sustainable Power Systems, Black Swift Technologies.

Internet/Web: Earthvisionz.

The company creates enterprise-level, location aware, visual data-management systems that help make smarter and faster decisions, providing unlimited data, including live feeds, overlaid onto specific geographic locations. Other finalists: Conspire, FlipTask.

Social Media/Mobile Apps:

Makeena. A shopping “ecosystem” helps healthy and sustainable brands reach shoppers, and shoppers discover brands and products that meet their lifestyle preferences or dietary needs at any retailer for an affordable price. Makeena is sometimes described as “Waze meets Yelp meets eBates” for the natural products industry. Other finalists: Lassy Project, SQFT.

Software: VictorOps.

A real-time incident-management platform that helps DevOps pros handle incidents as they occur. The platform, called Transmogrieffier, allows on-call engineers to have the solution embedded into every IT problem that comes their way. Software and sites can be kept running to begin solving problems immediately and reduce “alert fatigue” that often comes with being on call in IT. Other finalists: Knowledge Factor, Quick Left.



Small Boulder Company Saves over \$37,000 on Health Insurance

Last year, a young Boulder start-up company was looking to add health insurance to their employee benefits program, but was shocked by the cost of premiums. That’s when they contacted Professional Financial Specialists, Inc., to review their options.

Rather than running a quote solely for traditional fully-insured plans, PFSI presented a number of partially self-funded options to Company X - which Company X wisely took advantage of. What was the outcome?

Compared to a similar “gold-level” full-insured plan, Company X’s partially self-funded plan saved them nearly \$26,000 in premium cost over the past year on a group of 12 employees!

Not only that, but their claims experience allowed them to receive a refund of an additional \$11,000. All while Company X’s employees experienced lower deductibles, lower out-of-pocket expenses, and an interactive wellness program.

Contact PFSI today for a complete analysis of your benefit options and see whether a partially self-funded plan is right for you!



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COURTESY CITY OF GREELEY/HAUSER ARCHITECTS

PDC Energy Inc. intends to give a building on 20th Street in Greeley a “face-lift” to make it aesthetically pleasing and complement adjacent residential neighborhoods on the other side of the street.

PDC Energy plans move to renovated Greeley site

By Doug Storum
dstorum@bizwestmedia.com

GREELEY — Denver-based PDC Energy Inc. is planning to renovate a rundown building in Greeley that was built in 1974 for Mountain Bell, where it will move employees of its Northern Colorado business office that currently is in Evans.

PDC Energy (Nasdaq: PDCE), an oil and natural-gas exploration and production company, plans to move 160 employees and contractors to the 8.8-acre site, which also will be used for indoor and outdoor storage of equipment, according to documents filed with the city of Greeley’s planning department.

PDC is in negotiations to buy the

property from Denver-based Bates Leasing Co. Ltd.

The approximately 61,500-square foot, two-story building on West 20th Street just west of 86th Avenue was occupied by AT&T until 2009. Since then, it has been used sparingly, with only a portion currently leased by a drywall contractor.

The property recently was annexed into the city of Greeley. Paul Whalen, a city planner, said zoning of the annexed property is being worked out. Weld County zoning would have allowed for PDC’s proposed uses.

According to planning documents, PDC intends to give the building a “face-lift” to make it aesthetically pleasing and complement adjacent residential neighborhoods to the

north of the building. It will add exterior windows, remove asbestos from the building and clean up existing storage and waste-collection systems.

The offices will front 20th Street, while the storage areas that will house rotating supplies of gas valves, fittings and small oil-field equipment will be at the rear of the building.

PDC also intends to make improvements to landscaping, paved parking areas and site lighting.

Rick Hazel of Loveland-based Hauser Architects is the lead architect for the project.

PDC’s primary operations are in the Wattenberg Field in Colorado and in the Utica Shale in southeastern Ohio.



CHRISTOPHER WOOD/BIZWEST

The approximately 61,500-square foot, two-story building on West 20th Street just west of 86th Avenue in Greeley was occupied by AT&T until 2009. PDC Energy Inc. intends to upgrade the building for its employees in Evans.

PROPERTY LINE

Developer sells final holdings in Clover Basin Business Park

LONGMONT — The developer of the Clover Basin Business Park in Longmont, most notably home to Seagate’s 1,300-person campus, has sold its final holdings in the 160-acre site that was annexed to the city about a decade and a half ago.

Westminster-based Western Property Advisors recently sold two parcels, one of 18.4 acres on the east side of the park and one of 3.6 acres in the northwest corner, for a total of \$911,397. Western Property Advisors president Stan Whitaker said the buyer is a real estate investment group based in Canada.

The two parcels were the last of what was once a portfolio of some 4,000 acres of land along Colorado’s Front Range, Whitaker said. That portfolio was part of an investment fund run by Western Property Advisors’ parent company, Landmark Partners, a private-equity and real estate investment firm in Connecticut.

McWhinney buys back building from Crop Production Services

LOVELAND — McWhinney Real Estate Services Inc. has bought back a building in Loveland that it built and sold in 2010 to Crop Production Services Inc., the retail division of Canada-based Agrium Inc.

Loveland-based McWhinney, using the entity RVAA LLC, paid \$20.6 million for the three-story, 81,664-square-foot office building at 3005 Rocky Mountain Ave. in the Rangeview Office Campus, according to public records.

McWhinney built the building in 2009 and sold it to Crop Production Services in 2010 for \$15.1 million.

Crop Production Services will continue to occupy the building under a long-term lease agreement with McWhinney, according to Andy Boian, a McWhinney spokesman.

Officials at Crop Production Services did not respond to a request for comment.

Crop Production Services distributes custom-blended fertilizers, seeds, seed treatments, herbicides, insecticides and fungicides in the United States and Canada. It was acquired by Agrium in 2008.

Texas-based health-care provider planning ER in Greeley

GREELEY — Texas-based health-care provider Neighbors Health Systems, which operates Neighbors Emergency Center LLC, has plans to build an 8,400-square-foot 24-hour emergency-care center on vacant land at 2009 35th Ave. in Greeley. The property, at the southwest corner of 20th Street and 35th Avenue, is owned by Clarkson Investment LLC of Evans.

Houston-based Read King Commercial Real Estate is developing the site on behalf of Neighbors. Read King’s development manager Osagie John Okpamen said the property is under contract.

Neighbors was founded in 2008 by a group of eight emergency-room physicians who believed they could provide patients seeking emergency care a more personalized experience than the traditional hospital emergency room, according to a company statement. Its business model includes having physicians become shareholders in the company.

The centers provide treatment for trauma injuries and standard emergencies, as well as cardiology, imaging and laboratory services.

New retail projects popping up all over Greeley

The past 18 months have been good to Greeley's retail sector, and although much of this recent activity has been concentrated in newer developments, the infill activity has picked up this year, too.

Greeley's growth in population helped increase demand for services and is seen as an attractive opportunity for many retailers, investors and even national developers. Here are a few of the highlights:

The Centerplace development at 47th Avenue and U.S. Highway 34 Bypass continues to be the hottest area for retail. Centerplace North has received final subdivision approval from the city of Greeley and will be breaking ground with a ceremony on Oct. 21. This 40-acre mixed-use project includes retail pads along Centerplace Drive, several larger lots for big-box users and 17 acres of medium-density residential.

Holiday Inn Express has submitted for city approval as well as a multi-tenant building that will contain Fuzzy's Taco Shop and McAlister's Deli. Several of the other lots are under contract and more announcements are expected later this fall. This project will join previous new announcements such as Chick-Fil-A, Panera Bread, Dairy Queen, the recently completed Homewood Suites and a proposed Pacific Dental office



COMMERCIAL REAL ESTATE
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on the north side of Centerplace Drive.

In the approval pipeline are plans for Centerplace Phase IV, a 23-acre commercial subdivision located south of Centerplace Drive and east of existing retailers T.J. Maxx, Sports Authority and Best Buy. This project will include nine commercial lots with Conn's HomePlus already announced for the site.

Other activity at Centerplace includes recent leases to Noodles & Company and Kay Jewelers. In August, the Kohl's in Centerplace was sold to a large national retail investor for \$10.5 million, showcasing investor interest in the area. Nearby along 47th Avenue, approvals are pending for an Auto Zone to be located on a carve-out pad on the Lowe's site. Weld County Garage has proposed a new Subaru/Mazda dealership on the west side of 47th Avenue near Lowe's.

Northgate Village and Westside Commons, on opposite corners of 71st

Investors and developers continue to have interest in the area, with several considering projects.

Avenue and West 10th Street, have seen good retail activity as well. Four of the six pad sites at Westside Commons have been sold, with McDonald's and Les Schwab completed and open for business. Bank of Colorado and the Wash & Gloss Car Wash currently are under construction. The King Soopers-anchored Northgate Village still has several pads available as well and helps to drive the demand in that area.

Downtown Greeley's steady activity over the past couple years has continued. The Eighth Street corridor has added Brix Taphouse and Brewery, Right Coast Pizza and Hearne's Fine Goods, leaving only one available space on that plaza. Further south near the University of Northern Colorado, Subway has opened a new location at the University Center with Farmer's Pantry and Grand Lake Brewing also taking new locations along 16th Street. Also in the works is a wine and tapas bar in the former Masonic Lodge building at Ninth Street and 10th Avenue.

Investors and developers continue to have interest in the area, with several considering projects. The new owner of the Jerome Building plans to bring additional retail to the market along Eighth Avenue as downtown has fewer vacant retail spaces available.

The city of Greeley is busy in downtown with future plans to build a single city complex, as assistant city manager Becky Safarik detailed recently in *BizWest*, with the purchase of several vacant properties including the former Safeway and Bank of the West. This project, along with the hotel/conference center project being negotiated with Hensel Phelps and Weld County's long-term plans for the Chase Bank Tower, will help to drive retail demand in the future.

Other highlights of Greeley's retail activity include the addition of Marco's Pizza and Butters AM Eatery at Westlake, construction of Highland Park Liquors on 59th Avenue, Christian Brothers Automotive at St. Michael's, Rudy's Bar-B-Que planning to open at the former Johnny Carino's, and large expansion projects by Greeley Dodge and Wild West Motor Sports.

Gage Osthoff and Nick Berryman of Realtec Commercial Greeley can be reached at 970-346-9900.

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Area home sales in record-setting territory

September home sales in the four-county BizWest region continue the robust pace with 1,816 closed sales representing an 18.2 percent increase from September last year and the median price was up 10.5 percent to \$295,000.

These figures are taken from Information & Real Estate Services (IRES), which is the local multi-list and does not include sales for homes that are not listed with the MLS. We note that several of the figures reported in our last column were incorrect because the wrong data was posted to the website. For example, we reported sales of 3,973 homes in Weld County to the end of August 2014, and the correct figure was 3,472. This meant we showed a year-to-date increase in sales of 11.1 percent when it should have been 21.9 percent. There were several other incorrect figures, but we believe the current totals to the end of September 2014 and 2015 are correct.



REAL ESTATE
DAVE PETTIGREW

It is interesting to note that Weld

Local home sales

Year-to-date (January - September)

	2014		2015		% Increase Sales	% Increase Price
	Sales	Med. Price	Sales	Med. Price		
Boulder County	3,625	\$360,000	4,167	\$390,000	15.0%	8.3%
Broomfield County	888	\$324,250	967	\$349,900	8.9%	7.9%
Larimer County	5,139	\$266,025	5,396	\$300,000	5.0%	12.8%
Weld County	3,949	\$224,900	4,837	\$251,263	22.5%	11.7%
Total	13,601	\$261,000	15,367	\$300,000	13.0%	14.9%

Source: Dave Pettigrew

County, the area with the lowest median selling price, also is the area with the highest increase in sales, while Larimer County, the area with the highest increase in selling price, also is the area with the lowest increase in sales. This would seem to be textbook economics. And we still find it amazing that with the low inventory – a current 2.6 month supply – and the double-digit increase in the median selling price, that there was enough demand to push up sales by 13 percent.

With three quarters of the year in the books, we are in record-setting territory. It is possible we will record 20,000 homes sales for the year com-

pared with 17,052 last year, and with a median price of \$305,000 we would exceed a total market of \$7 billion compared with the record \$5.6 billion achieved last year.

The net active inventory actually increased slightly to 3,253 homes listed for sale, and with a normal slowdown in demand over the next few months it may take some pressure off the prices and give buyers a bit of a break. With mortgage interest rates remaining at historically low levels and rents at historically high levels, home ownership is an attractive alternative particularly when you calculate the benefit of writing off mortgage interest and property taxes from your income.

It is possible we will record 20,000 homes sales for the year compared with 17,052 last year, and with a median price of \$305,000 we would exceed a total market of \$7 billion compared with the record \$5.6 billion achieved last year.

Generally speaking, if you are paying \$2,000 per month rent it is costing you \$24,000 per annum off your gross income. If you pay the same amount for a mortgage and property taxes the net cost could be in the range of \$1,500 per month or \$18,000 per annum. This does not include appreciation and other benefits of home ownership. It might be time to check it out!

Dave Pettigrew is a real estate broker at Ascent Real Estate Professionals, 155 E. Boardwalk, No. 475, Fort Collins. Contact him at FCRealtor@msn.com or 970-282-9305.

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AGENDA

Register for 6
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9:00 to 10:15 a.m.

**Residential Forecast:** What do the latest numbers tell us about the residential market in the Boulder Valley? We'll examine sales numbers, listings, average and median prices and much more.
D.B. Wilson, Re/Max of Boulder**Commercial Forecast:** Office, retail and industrial space is filling up throughout the Boulder Valley. We'll take a look at major developments and sales, as well as the latest vacancy and leasing statistics.
Lynda Gibbons, Gibbons-White Inc.

10:30 to 11:30 a.m.

Icons of Real Estate: Development, investment and ownership of commercial real estate require knowledge, instinct and strategic thinking. So how do the region's commercial experts do what they do? Ask questions of the Boulder Valley's top real estate developers, investors and owners in this first-of-its-kind panel of leaders in commercial real estate.Stephen Tebo,
Tebo PropertiesBecky Gamble,
Dean Callan & Co.Lynda Gibbons,
Gibbons-White Inc.Lou Dellacava,
LJD Enterprises

10:30 to 11:30 a.m.

Top Reasons There's No Inventory: Homes buyers are shocked — and sellers elated — at soaring home prices in the Boulder Valley, driven by extremely low inventories. We'll take a look at some of the root causes of the lack of inventory, how Realtors are responding, and what it means for the mix of housing and residents in the Boulder Valley.Kelly Moye,
Re/Max AllianceDuane Duggan,
Re/Max of BoulderJay Kalinski,
Re/Max of Boulder

11:45 a.m. to 1 p.m. - Keynote addresses

**The View from Washington:** What are national trends for the mortgage and housing markets and the outlook for the economy overall, and how will that compare with Colorado and the Boulder Valley?

Paul Bishop, vice president of research, National Association of Realtors

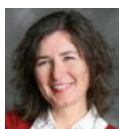
**The View from Denver:** Colorado's housing market has been white-hot. What do the numbers show for the state, and what is the outlook for 2016?

John Covert, regional director, Colorado/New Mexico Metrostudy

1:15 to 2:30 p.m.

Breaking Ground: Communities throughout the Boulder Valley are seeing a wave of new commercial construction, with some projects in the planning stage and others already emerging from the ground. Our panel of development directors will provide a complete rundown of the region's top projects. This panel is a huge hit year after year!Aaron DeJong,
economic development director,
City of LouisvilleDavid Driskell,
executive director of
community planning and
sustainability, City of BoulderPaula Mehle,
economic-development
coordinator, Town
of ErieKaren J Westover,
AICP, planning and
building director,
City of LafayetteDave Shinneman,
acting community
development director, City
and County of BroomfieldDavid Starnes,
redevelopment &
revitalization manager,
City of Longmont

1:15 to 2:30 p.m.

Market Movers: Let's face it: Demographics drives everything. Population determines the need for transportation, housing, office space, health care, schools, communications and higher ed. Colorado State Demographer Elizabeth Garner will set the stage with the latest numbers for the Boulder Valley, with our panel of experts providing insights into what's being built to accommodate new people moving in.Cindy DeGroat,
Colorado State
DemographerAudrey DeBarros,
36 Commuting
SolutionsFrances Draper, vice
chancellor for strategic
relations, University of
Colorado BoulderBruce Messinger,
superintendent,
Boulder Valley
School DistrictRobert Vissers,
CEO, Boulder
Community HealthTom Roiniotis, general
manager, Longmont Power &
Communications (NextLight)

2:45 to 3:45 p.m.

Politics and Policy: Political decisions present huge challenges for business, including the real estate and development sectors. Our panel will debate some of the latest policies and proposals that have surfaced in Boulder, presenting both sides of the growth/anti-growth issue.George Karakehian,
Boulder City Council memberSam Weaver,
Boulder City Council memberBob Greenlee,
former Boulder mayorChris Wood,
publisher & editor, BizWest

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The forecast is clear: The cloud is here and growing

The world of computing is going through a paradigm shift. We are moving from housing information on local computers or servers and now using the cloud to access our data and run applications.

A similar shift occurred in the world of electricity. In the early days of electricity, factories had their own generators to produce dependable power. Over time, the electric grid and the power plants connected to them became stable enough to supply all of the electricity to the factory. This was a far more efficient way to utilize this resource.

Technically, cloud computing is any service offering where the application and data is stored off site on a remote server. It results in an efficient use of computing resources because many users can utilize the same resource. These services are described as Software as a Service (SaaS) and have a monthly or annual fee based on the number of users, amount of data or extensions.

Often, it's thought that the cloud is new. Not the case. We've been engaging in the "cloud" since the advent of



TECH TRENDS
SHAUN OSHMAN

the Internet. The main change is that more services are running on servers not hosted in the business office.

What does this mean for the average business? That depends. As more services have moved to the cloud, it's become more important always to be able to access the Internet no matter what. If an Internet connection goes down to an office, it is at a standstill. Therefore, it's important to consider having a backup Internet Service Provider (ISP). This also means a business needs a stronger network infrastructure to ensure the highest stability.

Here are some common technology tools in business and their current states in relation to the "cloud":

Email: At this point, if your business is not on the cloud for email, do it. The cost of hosting email in-house is massive. Between hardware, licensing and ongoing support, the total cost of ownership of in-house mail servers is astronomical compared to hosting on the cloud. The cloud also offers real-time updates to features without a disruptive update of the hosting system.

Business applications: With this one, it depends. When a business application such as Quickbooks is hosted on a local network, the speeds are better and backups are easy to manage. Remote access to the application becomes more complex as

If your business utilizes mostly Office files such as Word docs or Excel spreadsheets, then the cloud is a great option for increased collaboration features and mobility. For engineering and design firms, this is not as practical.

it's necessary to create some kind of VPN access to the local network. Most business applications such as Customer Relationship Management systems already have created offerings that can be accessed through a web browser. If you've got the option, then go for it. It allows for greater flexibility for remote workers and lower licensing costs.

File shares: Every business has files to create and share between a team or to clients. If your business utilizes mostly Office files such as Word docs or Excel spreadsheets, then the cloud is a great option for increased collaboration features and mobility. For engineering and design firms, this is not as practical. The backbone of the Internet

is not yet fast enough to have solid performance for the creation and manipulation of large files from programs such as Photoshop. A local file share is going to be the best answer for large data sets or archives of a company's data. Consider a Network Attached Storage device.

Phones: In the past, in order to have features such as call trees or voicemail to email, a business needed to invest in an in-house phone system. At this point, the best answer for telephone service is monthly cloud-based phone systems. Most of these systems are compatible with basic VOIP phones made by companies such as Cisco, Polycom and Yealink. In addition, the services rarely have contracts, so that leaves plenty of flexibility for the business to move to another service that has better pricing, greater features or faster tech support. If it's time to replace your phone system, get on the cloud.

As with anything IT-related, consult with a local IT professional about your specific situation. There may be compliance requirements in your industry to be considered in relation to these systems. If you can, get on the cloud.

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

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Secure your data; you never know who's looking

By now, it should be abundantly clear that our data is not secure. Over the past 15 years, we've seen an exponential increase in organized, methodical cyber-related attacks to steal confidential data, assume identities, drain bank accounts and plunder consumer and corporate networks. This worldwide hacking community can hold your data hostage (ransomware), ruin user's credit in the blink of an eye, and cause immeasurable amounts of grief to those who have been hacked. Reuters estimated that in 2014, cybercrime cost the global economy \$450 billion.



BIZTECH
ROBERT FLEMING

Data hacks including the Office of Personnel Management, the Pentagon, University of Virginia, the IRS, Experian and Lastpass, a company whose entire focus and mission was to provide security via software, are both disturbing and embarrassing. Every single breach occurred because a hacker gained unauthorized access into a "secure" network. Once inside, hackers had access to a trove of data for an

undetermined amount of time.

From an enterprise level, is it possible to strengthen security? Yes, absolutely. Software security management systems can clearly benefit from a low-level hardware-encryption IT-managed product that strengthens the overall solution. From a consumer and entrepreneurial perspective, we need access to a simple yet secure and affordable data encryption solution, because you never know who's looking.

It's important that we secure data on our computing devices. Important items like a Social Security number, a will, estate documents, sales agreements, contracts, medical documents or anything you deem confidential.

If you use a computer as a storage device, you're vulnerable to hackers – even when not connected to the Internet. If you think otherwise, you're kidding yourself. After all the reminders, it should now be a given to record password(s). Once you've forgotten your password, it's just about impossible to recover data, or to decrypt encrypted data.

Some years back, a person's computer was stolen. Financial investments, legal proceedings, confidential communications and other valuable data were onboard. That person's identity was also stolen,

From an enterprise level, is it possible to strengthen security? Yes, absolutely. Software security management systems can clearly benefit from a low-level hardware-encryption IT-managed product that strengthens the overall solution.

resulting in bank accounts being emptied, foreclosures and a huge credit hit. Years later, many of these issues remain unresolved.

Sad stories such as this abound, so don't let this happen to you.

There are 3 options available to secure data:

Software encryption. Many users use a software-encryption product. Great! Keep in mind that your password will be stored not only on your hard drive but also in your computer's operating system, making your device subject to attack.

Hardware encryption. The best way to encrypt data is to employ a physical encryption and key-man-

agement device which does not store data. Once the device is removed from the computer, encrypted data cannot be decrypted.

By far the largest option worldwide is the Hope and Pray concept. We all know that the Hope and Pray option is a bad decision, but we continue to enforce that decision every day. It's best to reconsider the first two options to secure your data.

Take a few minutes to learn how to encrypt your data. If you'd like to understand available options, send an email; we're happy to help. Securing confidential data is a great idea and protects what you've worked so hard to accumulate.

The real takeaway: Don't expect others to protect or secure your data; it's very clear that it's not likely. Take it upon yourself to encrypt what is important to you.

After all, the end result is your peace of mind, and that should be a very good thing.

Robert Fleming is founder and president of Erie-based BlackSquare Technologies, makers of real-time hardware encryption and key-management devices called Enigma. BlackSquare won the Business category at the 2015 IQ Awards, presented by BizWes. Contact Fleming at info@blacksquaretechnologies.com.



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Here's how the ADA can benefit your business

About 85 percent of adults with intellectual and developmental disabilities aren't working. This high number stands in stark contrast to Larimer County's low unemployment rate of 3.7 percent (April 2015, U.S. Bureau of Labor Statistics). However, data shows that hiring employees with those disabilities is good for the bottom line. For instance, 92 percent of consumers favor businesses that hire individuals with disabilities.



GUEST OPINION
MARILEE BOYLAN

Despite the numbers, barriers still stand in the way of preventing such people from finding meaningful employment.

Stereotypically, employers assume that employees with disabilities, including intellectual and developmental disabilities, will be absent often, may cause safety concerns, and may not complete their work in a timely fashion. Additionally, employers also assume that accommodations may be expensive.

However, the data simply doesn't back those assumptions up. Studies show that employees with I/DD and other disabilities have similar attendance and safety records of

Most businesses have tasks that are complex yet systematic in nature. Hiring an employee with I/DD to focus and these complex and systematic tasks can lower turnover and increase your systems' efficiencies.

their peers.

Additionally, studies show that about half of accommodations made by employers cost nothing. Employers hear about accommodations or the Americans with Disabilities Act and freeze up, but there are tools out there to give employers ideas for accommodations as well as funding resources to pay for some accommodations that have a cost associated with them.

However, staying in compliance with the ADA isn't just about rules and regulations; it's also about making a good business decision that brings financial benefits to your company, your employees and your community. When given the opportunity, people with I/DD become integral and reliable employees in a wide range of positions such as medical records,

data entry, cashiers, prep cooks, care providers, shelf stockers and many more.

Finding a position for an individual with I/DD at your company is easier than you think. Most businesses have tasks that are complex yet systematic in nature. These are the tasks that slow employees down and seem to pile up over time, but are still essential. These tasks hold back your employees from doing the technical function of their position as well as increase employee turnover. Hiring an employee with I/DD to focus and these complex and systematic tasks can lower turnover and increase your systems' efficiencies.

How does that work?

Consider Dillon Wayman. Dillon was hired by Jeff Sutton, building services manager, facilities management at Colorado State University. Like a growing number of employers in Larimer County, Jeff's first employee with a known disability, Dillon, started out as an intern through the Poudre School District's vocational program, Project SEARCH. The internship was a success, and Dillon soon was hired on 40 hours/week with full benefits.

Originally, Dillon was cataloguing janitorial equipment across campus, which was no simple task. Recently, however, he was instead put in charge of washing all the laundry produced by

custodial staff at CSU. Dillon has told me that he enjoys being part of a larger team and knowing that people depend on him performing timely work. He also recognizes that his job allows CSU custodial teams to be more efficient.

Jeff, on the other hand, has noticed that he doesn't have to worry about the reliability of Dillon. But Jeff says it goes further than reliability. He tells me on a regular basis that Dillon shows up with a good attitude.

In the next few months, Dillon plans to find his own apartment with a high school friend. Thanks to his full-time employment, this dream can become a reality.

According to author Malcolm Gladwell, who wrote "Outliers," People "are successful not just because of their own efforts. It's because of the contributions of lots of different people and lots of different circumstances – and that means that we, as a society, have more control about who succeeds – and how many of us succeed – than we think."

It takes an employer like you to make the decision to give Dillon an opportunity to succeed. Your motivated workforce is waiting.

Marilee Boylan is executive director of The Arc of Larimer County. She can be reached at 970-204-6991 or via email at mboylan@arclc.org.



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BW S T A R T U P S

Three area firms part of Digital Health Challenge

By Doug Storum
dstorum@bizwest.com

BOULDER — Two Boulder-based companies and one in Broomfield have been chosen to participate in a pilot program that has health-care organizations trying out new digital products.

Radish Systems LLC and Prima Temp Inc., both in Boulder, and Broomfield-based Novum Concepts Ltd. were three of eight tech companies chosen from 21 nationwide that applied to participate in the three-month pilot program.

In a “Shark Tank” setting, health-care organizations on Sept. 30 bid on the products after hearing pitches from company reps at the 2015 Digital Health Challenge presented by Prime Health of Colorado.

Radish’s ChoiceView, a product that adds visuals to phone calls when using a mobile device or browser, will be used by the Northwest Visiting Nurses Association in Craig and Clinica Tepeyac, a mental-health service in Denver, to improve communications between staff and with patients. With the system, callers can see, hear and send visual content and data.

Prima Temp Inc., headed by chief executive Lauren Costantini, has an intra-vaginal device that monitors continuous core body temperature, one of the most reliable indicators of female fertility. When a woman is fertile, the device activates an alert — one option for which is singer Barry White’s voice — on the woman’s smartphone app.

Novum Concepts Ltd., started by Denver paramedics Mike Kobneck and Kevin Scardina, has created a communications system that is used onboard ambulances to send advance information to emergency rooms. It can send a photo of a driver’s license, an EKG or video of the patient symptoms, viewable on an iPad. Novum’s Biophone currently is being tested at Good Samaritan Medical Center in Lafayette.

The Digital Health Challenge is funded through a \$150,000 grant from the Colorado Health Foundation.

Theresa Szczurek, chief executive and co-founder of Radish Systems, said each of the eight companies chosen will receive “a little bit of that money” to offset the costs of participating in the program. She said companies are donating a portion of their services in return for learning how well they perform in a work setting.

Other tech products being used in



COURTESY RADISH SYSTEMS

From left, Jim Garcia, executive director of Clinica Tepeyac, Theresa Szczurek, chief executive of Radish Systems; and Flossie O’Leary, deputy director of Clinica Tepeyac attend the 2015 Digital Health Challenge.

the pilot program:

Westminster-based C3LX’s online networking technology engages people with pre-diabetes to increase their activity and help them make good food choices. Data also can be shared with patients’ providers, enabling them to focus efforts on people who are at risk of developing Type 2 diabetes.

Play-it Health of Kansas City, Kan., has a smartphone app that collects an individual’s activity information and converts it into one easy-to-understand score. The concept provides rewards and instant feedback to patients and helps providers keep track of patients’ progress.

Telluride-based Physician Cognition’s Xebra Pro tool helps clinicians consider the various possible diagnoses for a set of symptoms. It also offers

a range of treatment protocols for the physician’s selection. The company plans to release a version that provides guidance to individuals.

NextStep.io in Cedar Rapids, Iowa, has an online gaming app that groups pre-diabetes patients together with health coaches who present daily challenges and rewards. The solution uses data collected by wearables, such as Fitbits.

Test Appropriate LLC in Littleton has a computer tool that gives physicians immediate information about possible diagnostic tests, enabling them to choose the most proven and cost-effective ones.

Doug Storum can be reached at 303-630-1959, 970-416-7369 or dstorum@bizwestmedia.com.

STARTINGLINE

Congo raises seed funding, shifts model

BOULDER — Congo Ltd., a Boulder startup that connects people with attorneys on demand, has a new boost of funding and a new model as the company looks to expand its platform across Colorado.

Congo’s founders, a group of former University of Colorado students, just closed on a \$250,000 seed round of funding from an undisclosed investor whose portfolio includes startups such as Conspire, Tred and ScriptPad.

The funding will be used to help Congo expand beyond Boulder, Fort Collins and Denver into the rest of the state.

Congo provides an online platform for individuals seeking legal advice to schedule time with an attorney and connect via video chat. Attorneys pay Congo a monthly subscription fee to list their services and appointment schedules on the site. Users, meanwhile, can use the site for free and pay attorneys directly for their services.

The model is a shift from Congo’s previous iteration, which included Congo collecting a 10 percent fee on attorneys’ revenue generated from the site. While attorneys liked the match-making ability of the site, co-founder Willy Ogorzaly said, many were hesitant to take part in the fee-splitting structure due to ethical red flags it raised for them related to paying for referrals.

Ogorzaly declined to disclose revenue for Congo so far. But he said enough attorneys have signed up to validate the model to investors. To grow its base of attorneys in conjunction with the statewide launch, Congo is now offering three-month free trials to attorneys.

Ogorzaly said Congo — which is based at Galvanize in Boulder and has six employees — wouldn’t likely do much hiring until after its next funding round, which the company plans to raise sometime over the next nine months.

Caruso, DiStefano fund new entrepreneurship awards

BOULDER — Zayo Group chief executive Dan Caruso and University of Colorado Boulder chancellor Phil DiStefano are funding a new series of entrepreneurship seed grants available to faculty and staff at CU.

The CU-Boulder Campus Entrepreneurship Seed Awards will range in size from \$2,500 to \$10,000, or more in the case of projects with members from different disciplines, the school said in a news release. The awards are meant to “inspire faculty and staff to take risks and develop new projects.”

The program will be part of CU’s cross-campus Entrepreneurship Initiative, and awards will be administered by the Silicon Flatirons Center at CU’s law school. The program will complement other entrepreneurial initiatives on the campus, such as the New Venture Challenge and Entrepreneurs in Residence program.

Ride out the bumps on the road to innovation

While on vacation, Mary Anderson had an idea that would pervade an industry, save lives and make someone rich. She did all the right things – had it recorded, designed and engineered. Her patent was accepted and strong. In fact, she did what every startup still does 112 years later. Mary pushed hard and wrote letters; cajoled and pleaded her case; replanned and redesigned the product. In 1903, they didn't call it a pitch, but she pitched. Unfortunately, she never saw a dime.



INNOVATION
RICK GRIGGS

Like gazing at baby pictures, a historical look at innovation fills us with surprise, even sadness. Good people worked hard to bring useful ideas to market. Some, like Benjamin Franklin, refused to patent many ideas, such as the Franklin Stove, so the public could quickly benefit. Other breakthroughs, such as the metallic fastener without hooks, are tinged with uncertainty as to the original creator or owner.

Swedish-American engineer Gideon Sundback must have smiled after getting credit for the lowly slide fastener. Although Witcomb Judson also is credited with the invention, Sundback's metallic fastener without hooks began to catch on. B.F. Goodrich took out its own

patent for the version used on its galoshes and actually named it the zipper.

This story is typical of the invention process. It is even more typical of the monetizing process. Someone, somewhere along the way stitches together fragments of novel ideas. Alone, each idea fails to open wallets, checkbooks or payment apps. But someone works hard, thinks clearly and patiently waits while the stew of ideas matures. Then, at the perfect time, dictated by the market, they pounce and benefit from an idea they did not create.

Years ago, I heard a fascinating talk by a high-technology executive, called "The idea is not the innovation." His premise made me think how today's innovator has to digest three parts of

this beast we call innovation to have any chance at harnessing the idea and leveraging it for the future. The remedy, the memory and the money sum up what I believe is needed to make innovation work – and last.

The remedy is the solution to a current or future problem, need or want. It's what most of us recognize as the "wow" factor. A remedy fills a void and makes life easier or business more productive. Alone, it is the "better mousetrap" kind of thinking where the great product or killer app will save the day. Unfortunately, it's almost never enough.

The memory is the branding of the idea so that the public knows where it came from and the owner or originator can protect and leverage the results. The memory connects the originator to the idea to the final product.

The money part of innovation includes the capital, margins and profits required to continue or leverage this and future innovations. Most ideas simply evaporate, partly because of the lack of skill or attention around money.

Mary Anderson's patent for a "window cleaning device" ran out. Tired, hurt and dispirited, she saw no purpose in renewing it. She must have reasoned that the Canadian auto-maker who wrote back that they "saw no commercial value" in the device must have been right. About the same time, the auto industry revved up – and almost all included Anderson's windshield

wipers.

Innovation can leave scars. Be proud if you have sad reminders of brilliant failures; that's what gave you the thick skin to go another round. Most innovation that works doesn't come from your first attempt. It's risky to do unusual things. It's even riskier not to do them.

Fortune can be fickle. At least Gideon Sundback shared in the glory of the invention of the separable fastener. Anderson finished out her years managing an apartment complex in Birmingham, Ala.

Rick Griggs is the inventor of the rolestorming creativity tool and founder of the Quid Novi Innovation conference. Contact him at rick@griggsachieve.com or 970-690-7327.



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TIME OUT



COURTESY CONNIE WARDEN
Event planner Tobi Hunt, left, and marketer Debra Jason attend “From Rookie to Rockstar: The Secret Sauce for Success,” hosted by Boulder-based Tobi Hunt Events and held Oct. 8 at Nissi’s in Lafayette. Jason, author of “Millionaire Marketing on a Shoestring Budget” and owner of Boulder-based The Write Direction, was a speaker along with Kevin Knebl, chief executive of Knebl Communications LLC in Monument, and Hawaii-based publishing coach Patrick Snow.



COURTESY GREELEY CHAMBER OF COMMERCE
Maribel Talamantes, left, of the city of Greeley and Zaya Thompson, right, of Master’s Financial Group enjoyed the hospitality of Margaret Thompson at a Greeley Young Professionals monthly networking event, hosted Oct. 1 by Kress Cinema and Lounge in Greeley.

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



COURTESY GREELEY CHAMBER OF COMMERCE
From left, Neal Kingman of Wells Fargo, Nick Berryman of Realtec and John McGee of New York Life establish business connections during a Greeley Young Professionals event held Oct. 1 at Kress Cinema and Lounge.



COURTESY GREELEY CHAMBER OF COMMERCE
From left, Patty Gates of FMS Bank, Joe Nally of Stifel Investments and Wes Sargent of event host Guaranty Bank get together at a Greeley Chamber of Commerce Business After Hours event on Sept. 24.



COURTESY GREELEY CHAMBER OF COMMERCE
From left, Levi Gain of Doug’s Carpet and Upholstery; Brandi Carlson of FastSigns Greeley and Katie Gale of Farmers Insurance connect during the October Greeley Young Professionals event at Kress Cinema and Lounge.



COURTESY GREELEY CHAMBER OF COMMERCE
University of Northern Colorado men’s basketball coach BJ Hill meets State Farm agent Melissa McDonald during a Business After Hours event on Sept. 24 at Guaranty Bank in Greeley.

ON THE JOB

EDUCATION

Anne Castle, who served as assistant secretary for water and science in the U.S. Department of the Interior from 2009 to 2014, joined the Getches-Wilkinson Center for Natural Resources, Energy and the Environment – part of the University of Colorado Boulder law school – as a senior fellow. While at Interior, Castle oversaw the Bureau of Reclamation and the U.S. Geological Survey. She previously practiced water law with Holland & Hart. She received her undergraduate degree from CU-Boulder’s College of Engineering and Applied Sciences in applied mathematics.

GOVERNMENT

Alisa Darrow started Oct. 5 as town clerk and assistant town manager in Berthoud. The current town clerk, Mary Cowdin, is retiring after more than 30 years. Darrow most recently was assistant town administrator in Wellington, and also has worked for the cities of Boulder and Longmont. A graduate of the University of Colorado, she is completing her master’s degree in public administration at CU-Denver.



DARROW



KLOOR



PROTO

NONPROFIT

Cliff Daniels, Eric Kloor and **Pam Proto** were elected in August to the Meals on Wheels Boulder board of directors. Daniels is a broker/Realtor at ctive Properties in Boulder and has served on the board of directors for Horizon School, a Boulder Valley School District charter school. He has also been active with the Boulder Humane Society. Kloor is a self-employed investment manager in Boulder with prior experience

in the restaurant business. He has served on the boards of Philanthropiece and MacroSystem. Proto is president and founder of Protos Pizza, with six restaurants in the Denver-Boulder area. She also is co-founder and executive director of 3L Foundation, a Boulder nonprofit working with at-risk youth in Thailand. She currently serves on the Boulder High School Business Program advisory board.

Nina Stubblebine joined Community Food Share as volunteer manager. She most recently served a year as a Notre Dame Mission Volunteer-AmeriCorps member for the I Have a Dream Foundation of Boulder County. After earning a master’s degree in teaching from Rowan University, she spent a year teaching English in Malaysia through a J. William Fulbright grant.



STUBBLEBINE

Business consultant **Dan Powers** was named Boulder-based nonprofit CO-LABS’ interim executive director, replacing Meg Collins, who left the organization in March. Powers, who has been on the job for more than a month, said it is a part-time position through the end of the year, at which time he and CO-LABS will decide whether he will continue in a full-time capacity. Powers is executive director of the business advocacy group Boulder Tomorrow, which also is a part-time position. He also runs Power Writing Services, a business consultancy. Prior to joining Boulder Tomorrow, Powers worked with Western Disposal Services Inc. in Boulder for three years and the Boulder Chamber for seven years.

HEALTH CARE

Dr. Sumil S. Jani, physician assistant **Kelly Calero** and nurse practitioners **Megan Beckmann** and **Audrey Rush** joined the University of Colorado Health team in Northern Colorado in September. Specializes in orthopedic surgery at Longmont Clinic, Jani earned a medical degree from Robert Wood Johnson Medical School and completed a residency at the Hospital of the University of Pennsylvania and a fellowship in orthopedic sports medicine at Taos Orthopaedic Institute in Taos, N.M. Calero, who works at the UHealth Heart Center in Loveland, earned a master’s degree in



JANI



CALERO



BECKMANN



RUSH

physician-assistant studies from Marquette University. Beckmann, who works at UHealth Urgent Care in Greeley, earned a degree from the University of Northern Colorado, where she was part of the family nurse practitioner program. Certified in oncology, Rush works at UHealth Cancer Care and Hematology in Greeley and Loveland as well as at Medical Center of the Rockies in Loveland. She earned a master’s degree in the family nurse practitioner program at Idaho State University in Pocatello, Idaho.

OTHER

Stephen Gillette, Larimer County solid waste director since 2003, was elected president of the Colorado Rocky Mountain Chapter of the Solid Waste Association of North America from Nov. 1 to Oct. 31, 2016. He got his start in the field when he co-owned and managed a family business in Estes Park. While making an early-morning trash pickup at a trailhead in Rocky Mountain National Park on July 15, 1982, he heard the roar of debris from the Lawn Lake Dam break and was first to report it. Gillette has overseen large debris processes at the Larimer County Landfill from the 2012 High Park Fire and the Flood of 2013. He has also been tracking the lifespan of the Landfill, which has approximately 10 more years at the current fill rate.



GILLETTE

NONPROFIT NETWORK

FUNDRAISERS

PizzaRev, a build-your-own artisanal pizza restaurant, celebrated the grand opening of its first Colorado location by hosting a “Pizzas for a Purpose” fundraising event, which raised \$4,309 for local charities. Guests were invited to pay what they want for a custom-built, personal-sized pizza to benefit **giveSPORTS**, a charitable partnership between the **I Have a Dream Foundation of Boulder County** and a program hosted by **A Precious Child** that provides new and gently-used sports equipment and fee scholarships to children in Boulder. The PizzaRev Fundraising Program, open to schools, nonprofits, sports leagues and other charitable organizations, donates 20 percent of total proceeds from a day of sales back to the organization. For more information, go to PizzaRev.com or call 303-444-1122.

More than 350 people supported the **Alliance for Suicide Prevention’s annual Life Savers breakfast** on Sept. 29 in Fort Collins, raising more than \$27,000 for education and awareness and to support the Hope for Today adult suicide prevention program, Raising Awareness of Personal Power youth suicide-prevention program, and a grief-support program. Event sponsors included **Bohemian Foundation, Taylor’s Financial, Azurite Marketing, OtterCares**, event host **Timberline Church, Banner Health, Johnson’s Corner, Northern Colorado United for Youth, Soukup Bush and Associates, Arleen Brown, Greystone, Tynan’s Kia, Thrivent Financial, Kaiser Permanente, Rotary Club of Fort Collins, Christland Commercial Real Estate, Markley Motors, Foundation Church, Pedersen Toyota,**

State Farm/Barry Bailey, The Youth Clinic, Century 21 Humpal, SummitStone Health Partners, General Shale, Allstate/Jennifer Harms, Noosa Yogurt, Starbucks, Secure American Insurance and Tea2Go.

GOOD DEEDS

The **Downtown Fort Collins Business Association** will present the annual **Tiny Tot Halloween** beginning at 10 a.m. Friday, Oct. 30 in the Oak Street Plaza and throughout downtown. The safe trick-or-treating experience for children younger than 7 years old and their parents or guardians. The free event will be presented by **Country Financial** with support from **The Toothzone Network, Dellenbach Subaru, Eye Center of Northern Colorado, First National Bank, Colorado State University, The Group Inc. Real Estate, Schrader’s Country Store, Meritage Homes and Poudre Valley Hospital/University of Colorado Health.**

About 340 employees of Broomfield-based **Vail Resorts** gathered Sept. 19 to construct a mile of new trail in Genesee Park west of Denver. The newly constructed trailhead and trail will eventually be part of a pedestrian/bike trail to parallel Interstate 70 and scheduled to be completed in the next few months. The volunteers represented a portion of 1,800 Vail Resorts employees who were giving back that day in locations across the nation as part of Vail Resorts’ annual EpicPromise Day.

GRANTS

The **Lafayette City Council** awarded \$42,000 to 25 local nonprofit organizations

that provide services and assistance for the town’s residents. Funding is financed through the city’s general fund and distributed via the 20th annual “One Lafayette” Grant Program. The awards fell into two categories; Essential Community Resources and Special Projects. 35 non-profit organizations applied for funding. Awarded a total of \$22,500 Essential Community Resources funds were **Boulder County Care Connect, Clinica Family Health, Coal Creek Meals on Wheels, Flatirons Habitat for Humanity, Immigrant Legal Center, Intercambio Uniting Communities, Rocky Mountain Legal Service, Safehouse Progressive Alliance for Non-violence, Saint Benedict Health/Healing Ministry, Sister Carmen Community Center and VIA Mobility.** Awarded a total of \$19,500 in Special Project grants were **Audio Information Network, Community Friendship, Community Food Shares, Boulder County AIDS Project, Coal Creek Adult Education, Colorado Music Festival/ Center for Arts, CU Engage, I Have A Dream Foundation, Imagine!, Impact on Education, Peanut Butter Players, Project YES, WOW Children’s Museum and Voices for Children.**

Sixteen Colorado school districts along the Front Range, including the **St. Vrain Valley, Poudre R-1, Greeley-Evans 60 and Thompson R-2** districts, will receive a combined \$968,080 in Thriving Schools grant funding from **Kaiser Permanente** to help increase physical activity and wellness before, during and after school for Colorado’s primary and secondary students.

BRIEF CASE

BRIEFS

The **Loveland Chamber of Commerce** announced its 2015-2016 Leadership Loveland class, a program designed to develop emerging leaders. The participants include **Darren Boyle, Dave Davis, Liz Hogan, A.J. Steele** and **Brian Weirich** of University of Colorado Health; **Collin Eisenhart** of Home State Bank; **Kelly Evans** of Neighbor 2 Neighbor; **Jamie Frost** of Guaranty Bank; **Vincent Gentry** of Lamp Rynearson and Associates; **Carly Miller** of Rabo AgriFinance; **Justin Perdue** of the city of Loveland; **Heidi Phelps** of the city of Fort Collins; **Sarah Rice** of Kaiser Permanente; **Patty Roehrs** of the Weedin Agency; **Susie Stokes** of Bank of Colorado; and **Mariah Swaffer** of Platte River Power Authority.

CLOSINGS

Camacho’s Mexican Restaurant closed after 14 years at 3750 Cleveland Ave. in Wellington. Its location in Eaton remains open.

The Laboratory, a 17-month-old restaurant at 1801 S. College Ave. in Fort Collins that specialized in gourmet grilled cheese sandwiches, closed on Oct. 11.

CONTRACTS

Weld County contracted with Englewood-based **Interstate Highway Construction** for the Weld County Road 49 Corridor design-build Project. This contracted price is not to exceed \$109,589,267.51.

The city and county of Denver purchased PowerTap 2000 portable power units from Boulder-based **Boulder Power Technologies** to power public-address systems, lighting, other electronics and more at public events.

DEADLINES

The **Loveland Chamber of Commerce** is accepting design and verse entries through Nov. 6 for the 2016 official Loveland Valentine card and cachet, and the **Loveland Post Office** also has issued its public call for valentine postal cancellation designs. Winning card and verse entries will be used to create the official 2016 Loveland Valentine, which is sold throughout northern Colorado. Winning cachet designs and verse entries will be compiled and stamped on all outgoing valentines produced through the 70th annual Valentine Remailing Program, which kicks off in February. Winners of the card and cachet contests are awarded cash prizes and become part of Loveland’s history. Specifications for the annual card and cachet contest are available at the chamber, the Visitor Center and on the chamber’s website at Loveland.org. For more information about the cancellation, call Cindy Kinney at 970-663-3010.

Friday, Oct. 16, is the deadline in Estes Park to apply to be a member of the board of directors of the new **Estes Arts District**. A job description for the one-year term and an application are online at estesartsdistrict.org, and applications can be emailed to info@estesartsdistrict.org. Applications also can be picked up and dropped off at Cultural Art Center of Estes Park, 423 W. Elkhorn Ave., Unit A., Greg Miles’ Studio Fine Art & Framing, 541 Big Thompson Ave., Suite G, or the Estes Park Library, 335 E. Elkhorn Ave.

Nominations will be accepted until Nov. 2 for Fort Collins-based Rosabella Consulting LLC’s **2015 E+ Awards**, which honor unsung heroes who are taking a risk, challenging the status quo and creating something of value. Nomination categories include youths younger than 21, local and regional (all ages in Northern Colorado), and national and international (all ages beyond Colorado). Nominations can be made online at EntrepreNerds.biz. One recipient will be selected for each category. Award recipients will be selected by students at Fort Collins High School and announced on Jan. 1.

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BRIEF CASE

Briefcase, from 33 EARNINGS

Vail Resorts Inc. (NYSE: MTN) quadrupled profits for its 2015 fiscal year that ended July 31, with further increases projected for 2016. The Broomfield-based owner of several ski resorts, including Vail, Beaver Creek, Breckenridge and Keystone, posted net income of \$114.8 million, or \$3.07 per share, despite a fourth-quarter net loss of \$70.1 million. The profit for the year was up from \$28.5 million, or 77 cents per share, for the prior year. Revenue climbed 11.6 percent to \$1.4 billion. The company issued guidance, meanwhile, for its 2016 fiscal year of net income of between \$118 million and \$144 million.

KUDOS

For the third straight year, Longmont-based **Left Hand Brewing** took home three medals – a gold and two bronzes – from the Great

American Beer Festival, one of four breweries to do so this year. Loveland-based **Grimm Brothers** also took home multiple medals, winning a silver and a bronze. The GABF this year featured 6,647 competition entries, about 20 percent more than a year ago, from 1,552 breweries. The competition featured 92 categories. Other breweries from the Boulder Valley and Northern Colorado that won medals include: golds for **Wiley Roots Brewing Co.** and **Fort Collins Brewery and Tavern** of Fort Collins; silvers for **WeldWerks Brewing Co.** of Greeley, **Avery Brewing Co.** of Boulder and **Bootstrap Brewing Co.** of Niwot; and bronzes for **Liquid Mechanics Brewing Co.** and **Odd 13 Brewing** of Lafayette, **Black Bottle Brewery** of Fort Collins, **City Star Brewing** of Berthoud and **Fate Brewing Co.** of Boulder.

Fort Collins-based **Pathways Hospice** reached Level IV status within the "We Honor Veterans" program, which was launched by the National Hospice and Palliative Care Organization, in collaboration with the Department of Veterans Affairs.

Neenan Co., a design-build firm based in Fort Collins, was awarded the 2015 Urban Design Award for Sustainable Design by the city of Fort Collins for its work on Colorado State University's Powerhouse Energy Campus.

Scott Tally, who has been a New York Life Insurance Co. agent since 2008 and is associated with the Fort Collins sales and Colorado General offices, was named a member of the company's 2015 President's Council.



TALLY

MERGERS & ACQUISITIONS

Maitland, Fla.-based **Advanced Dermatology and Cosmetic Surgery**, which owns a network of more than 120 dermatology clinics around the nation, acquired **Dermatology of Northern Colorado**, 3726 S. Timberline Road in Fort Collins. Terms of the deal were not disclosed. ADCS is a portfolio company of Audax Private Equity, which has offices in Menlo Park, Calif., and Boston. It owns several practices in Colorado, including Fort Collins Skin Clinic, which has offices in Fort Collins, Loveland and Greeley.

RV America Inc., which has the largest indoor recreational-vehicle showroom in Johnstown, is set to be acquired by Florida-based **Lazydays**, the world's largest RV dealership. Included in the deal are Colorado-based RV America's Johnstown and Aurora locations, as well as its Discount RV Corner site at the junction of Interstate 25 and Highway 119 in Longmont. The Johnstown location is just off I-25 at 4777 Marketplace Drive. Terms of the deal were not disclosed.

Several changes are in the works for AM radio stations in Longmont and Loveland that had been beaming satellite-fed Roman Catholic-oriented programming to Front Range listeners. The programming, which originates with Excelsior Springs, Mo.-based **Catholic Radio Network**, had been heard since 2008 on 7,000-watt KPIO-AM 1570 in Loveland but was switched to the 50,000-watt signal of **KRCN-AM** 1060 in Longmont on Jan. 1. The Loveland signal has gone silent. CRN, an affiliate of the Eternal Word Television Network, has been leasing KRCN's facilities from its owner, Indianapolis-based **Pilgrim Communications Inc.**, with an option to purchase it. That purchase likely will be completed by late this year or early 2016. CRN has launched a capital campaign to raise funds for the KRCN project, including \$1.1 million to buy the station from Pilgrim and \$750,000 to operate it for three years. Meanwhile, the Loveland station changed call letters from KPIO to **KKCL** on July 1, and early this month was sold by **Loveland Radio Partners LLC** for \$80,000 to **Kona Coast Radio LLC**, according to documents filed with the Federal

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Communications Commission. According to the Colorado Secretary of State's database, Kona Coast is owned and managed by Victor Michael of Loveland, whose history of radio ownership spans more than 25 years and includes stations in Colorado, Wyoming and Hawaii.

Jody and Emily Rouse of Berthoud, owners and operators of **Main Street Car Wash**, 2025 N. Main St. in Longmont since 1998, sold the business to the owners of Breeze Thru Car Wash for \$1.4 million. The Rouses sold the 3,443-square-foot car wash through their company, **EMR Holdings LLC**, to **John Agnew** of Fort Collins, who used the entity **BTLMs LLC**. Agnew's family business owns Breeze Thru locations at 1213 Ken Pratt Blvd. in Longmont; 1171 E. Mulberry St. in Fort Collins, 3417 W. 28th St. in Greeley and 2106 Dell Range Blvd. in Cheyenne, Wyo. Agnew opened the automated Breeze Thru Car Wash in Longmont in 2013.

Investor Group, led by **Ed Shirley**, acquired the majority of assets of **Blue Moose of Boulder**, a maker of natural hummus and refrigerated spreads that is based in Lafayette. Financial terms of the deal were not disclosed. Shirley, former chief executive of Bacardi and former vice chairman of Procter and Gamble, will serve as chairman of the new Blue Moose of Boulder LLC.

Seagate Technology plc (Nasdaq: STX) completed its \$696 million acquisition of Longmont-based storage-technology company **Dot Hill Systems Corp.** Dot Hill, which employs about 250 people at its 1351 S. Sunset St., headquarters, becomes a wholly owned subsidiary of Cupertino, Calif.-based Seagate, and will no longer be publicly traded. Dot Hill had traded on the Nasdaq exchange under the ticker symbol HILL. Seagate paid \$9.75 per share, or about \$696 million. Dot Hill had \$49 million in cash on its June 30 balance sheet, giving the deal an enterprise value of about \$647 million. Seagate employs roughly 1,300 people in Longmont at its 389 Disc Drive campus.

Minneapolis-based **Mocon Inc.** merged Lyons-based subsidiary **Baseline-Mocon** into the parent company. Baseline-Mocon now becomes the Baseline business division of Mocon. The company employs 25 people at 19661 Colorado Highway 36 in Lyons. Baseline-Mocon largely provides sensors for the oil and gas industry.

MOVES

Digital-marketing agency **Room 214 Inc.**'s owners say they are here to stay in Boulder, having recently acquired and renovated a building in the city. Company co-founders James Clark and Jason Cormier, through Room 214's holding company, **Westfall LLC**, purchased a two-story, 9,616-square-foot building at 3340 Mitchell Lane from Coggan Properties LLC for \$1.6 million in April, according to public records. The building had been home to film company 42 Productions for eight years before it moved within Boulder earlier this year. Room 214 employed Boulder-based **Studio Architecture** to design the interior space and John Crittendon's **Apex Builders Inc.** of Boulder to construct the changes. Room 214's staff of about 25 workers completed its move-in on Sept. 15. Room 214, founded in 2004, had been leasing space at 3390 Valmont Road.

Gold Star Group moved its Loveland real estate office from 3701 N. Grant Ave. to 140 E. Fourth St. on Sept. 28.

Avior Control Technologies in Longmont will move from 1198 Boston Ave. to a larger space at 2000 Pike Road.

OPENINGS

Inkpad became the latest to join Fort Collins' coworking scene when it opened in 2,000 square feet on the second floor of 236 Linden St. – a couple of doors down from **Galvanize**, which opened a local campus just last month at 242 Linden. Inkpad in-

cludes 24 desks, with members reserving space for \$350 per month. Unlike some coworking models that include drop-in time or flex-desk situation, Inkpad is offering only dedicated desks where entrepreneurs can set up and use as their own as long as they're members.

Elaine Ryan and Debra Davis opened **NoCo in a Box**, to provide thank-you gift boxes for realtors to present to buyers as well as corporate gift giving, gifts for college students, birthdays or just a "hello from Colorado."

Maryland-based **Credit Plus Inc.**, a provider of credit-information services to the mortgage industry, leased space in the Rangview Office Campus at Centerra in Loveland, the company's third office in the United States. Michael Crockett, an executive vice president with Credit Plus, will head the office and plans to hire additional employees before the end of 2015.

One week after Longmont-based **Oskar Blues Brewery** announced plans for a new brewery and taproom in Austin, Texas, its officials announced they're opening a second **CHUBurger** restaurant. The new location is a 3,700-square-foot facility at 3490 Larimer St. in Denver, which is slated to open by early next year. Oskar Blues' original CHUBurger – known for its unique list of burgers and sandwiches – is in Longmont. The company also opened a CHUBurger last year on the rooftop deck of Coors Field, home of the Colorado Rockies.

Ball Corp. (NYSE: BLL) opened a plant in northwestern India that will manufacture aluminum aerosol cans. The Broomfield-based opened the plant near Ahmedabad, the sixth-largest city in India with a population of 5.5 million. The plant initially employs 60 people and has a capacity to produce 50 million cans a year, the company said. Once fully operational in five to 10 years, Ball said, the plant could have a capacity of 300 million cans a year and employ nearly 250 people.

Fort Collins-based **Bank of Colorado** broke ground for its second branch in Greeley at 7017 10th St. The two-story, 11,820-square-foot bank building with drive-through lanes on 1.3 acres will be in a retail center that fronts the former Hewlett-Packard building. The bank will be housed on the first floor with tenant office space offered on the second floor. The branch will have 47 parking spaces, seven more than required by the city based on the building's square footage.

The Human Bean will station a coffee truck at Colorado State University in Fort Collins, on the southwest side of Moby Arena at Shields and Elizabeth streets.

Colorado-themed apparel store **Colorado Limited** will open on Oct. 29 at 1428 Pearl St. in Boulder.

Lady Luxe & Spa and specialty food boutique **Condiment Queen** opened at 325 and 329 N. Cleveland Ave., respectively, in the historic Loveland Opera House building, and antique and home-décor door **Splurge** re-opened in the building at 136 E. Fourth St.

Lovif Bakery opened Oct. 9 at 1939 Jesup Drive, Suite 110, off Timberline Road between Prospect and Drake roads, in Fort Collins.

PRODUCT UPDATE

Boulder-based **TapInfluence** announced the launch of **TapFusion**, an influencer-marketing automation platform providing brands and the agencies that serve them the power to automate the process of identifying, distributing, and measuring high-value influencer marketing campaigns through a single software platform.

Loveland-based **Kent Systems**, a designer and manufacturer of plastic components, expanded its product line to include a 250-mL media bag. **The Mini Media Bag** provides a smaller size for companies looking to see **Briefcase**, page 36



PARTNERS IN
PHILANTHROPY



2015 Winner of Partners in Philanthropy. CASA, receives award from Premier Members Credit Union staff and BizWest

ATTENTION BOULDER VALLEY NONPROFITS

**Win a FREE marketing campaign
to use for funding efforts
and volunteer recruitment**

For the second year BizWest has teamed with Premier Members Credit Union on Partners in Philanthropy, a program which benefits the Boulder Valley's nonprofit community.

One nonprofit will be selected to receive a FREE 2016 marketing campaign in BizWest print, online and event offerings, valued up to \$20,000. Finalists are chosen by the public via the BizWest Facebook page.

Did You Know?

- Over 58% of BizWest readers donate more than \$2,500 to Nonprofits each year
- Over 56% of BizWest readers annual income is more than \$100,000

Key rules:

- Nominees must be based in, or have significant operations in, Boulder or Broomfield counties.
- Nominees must demonstrate a need for marketing assistance.
- Any current advertiser selected could add the complimentary marketing package to their paid campaign.

Deadline for nominations:

Finalist determination: October 26, 2015

Facebook voting: October 30 – November 25

Winner determined and announced: December 1, 2015

Award Presented on December 9, 2015 at Premier Members Credit Union


To nominate go to:

bizwest.com/events/974/partners-in-philanthropy/

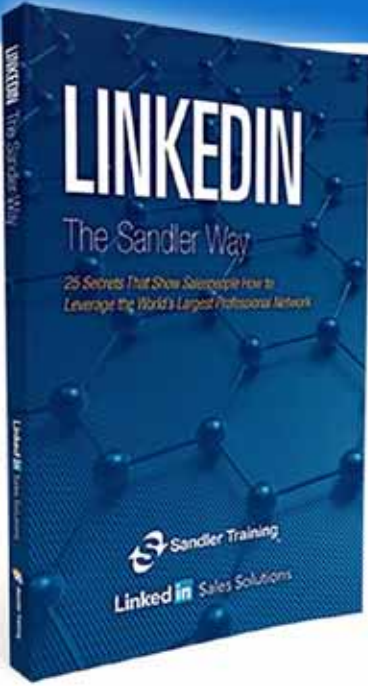
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BRIEF CASE

Briefcase, from 35
ing to transport a huge variety of chemical
mixes.

Longmont-based **Airius**, a manufacturer
of energy-efficient destratification fans, in-
troduced a **Narrow Aisle fan**, designed to
circulate air in tightly spaced cold aisles and
other narrow spaces in grocery stores.

Boulder-based **Wana Brands**, a producer of
cannabis-infused products, partnered with
Eaton-based commercial hemp company
Colorado Cultivars to produce **WanaCaps**
extended-release capsules.

Loveland-based free-software and open-
source hardware company **Aleph Objects
Inc.** released the **LulzBot v2 Hot Ends** –
currently used on the company's LulzBot

desktop 3-D printers – as separate products
for RepRap and DIY 3-D printers. They are
available in three nozzle diameters.

SERVICES

Longmont United Hospital now offers
patient-requested lab services through the
hospital website at luhcares.org. Patients
can go online, choose the tests they want
performed, complete the online form and
click print. The patient can review the confir-
mation email with instructions and take the
requisition to the Outpatient Service center.

U-Haul Co. of Colorado has signed **Daco-
no U-Pump-It**, 600 Glen Creighton Drive in
Dacono, as a U-Haul neighborhood dealer. It
will offer U-Haul trucks, truck sales, trailers,
towing equipment, support rental items and
in-store pick-up for boxes.

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- The Most Common Business Mistakes to Avoid
- Understanding the Fine Print: *A Primer on Contracts*
- Yakety TAX, Don't Talk Back (to the IRS): *New Developments & Ongoing Tax Ideas for Businesses*
- Doing Business Overseas: *The Basics of What You Need to Know & Avoid*
- What Businesses Need to Know about Trademarks & Intellectual Property Rights
- Mumbo Jumbo Made Easy: *Business Transition Choices Explained*

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BW ECONOWATCH



TALIA DA SILVA/FLICKR

According to a survey conducted by the Federal Reserve Bank of Kansas City, employment across all energy firms is expected to be down 7 percent next year, with service firms anticipating a 10 percent drop and extraction firms preparing for a 6 percent decline.

Report: Region's activity, employment outlooks worsen for energy sector

By Doug Storum
dstorum@bizwestmedia.com

KANSAS CITY, Mo. — Activity and employment at energy firms in the region were down during the third quarter that ended Sept. 30, and the outlook worsened as domestic oil prices continue to stay below \$60 per barrel and financing is tightening, according to findings of a survey released by the Federal Reserve Bank of Kansas City.

The survey queried energy firms in the Tenth District, which includes Colorado, Kansas, Nebraska, Oklahoma, Wyoming and portions of western Missouri and northern New Mexico.

"As in the spring, firms on average reported needing domestic oil prices to be around \$60 per barrel to be profitable," said Chad Wilkerson, an economist with the Federal Reserve Bank of Kansas City. "They now don't expect that price until at least 2017 and many are planning further capital spending cuts and layoffs."

The current profitable price of firms surveyed averaged \$60 per barrel, with a range of \$50 to \$80. This was down slightly from the average of \$62

"As in the spring, firms on average reported needing domestic oil prices to be around \$60 per barrel to be profitable."

Chad Wilkerson, economist with the Federal Reserve Bank of Kansas City

reported in the first quarter of 2015 and down considerably from the \$79 average in the third quarter of 2014.

Firms said that overall, financing was less available from all sources, but private-equity remained most accessible. Respondents commented that capital availability, particularly private equity, was expected to be adequate for firms with strong balance sheets.

Across all firms, employment was expected to be down by 7 percent next year. Services firms expected employment to be about 10 percent lower. Oil and gas extraction firms expected a 6 percent decline while pipeline firms expected employment to remain

mostly flat.

Here is a sampling of comments from firms that were surveyed:

- "Because of low prices, several of our projects do not meet necessary hurdle rates. Since we are principally funded by equity, deployment of capital into new wells is reduced."
- "There is still a lot of equity sitting on the sidelines waiting for a strong signal that we have hit bottom and that deals are being priced accordingly."
- "The price of oil is too low to continue drilling, and we don't expect it to recover for 18 to 24 months."
- "We have a defensive posture with the balance sheet. We stress test every investment for commodity downside. Also dealing with increasingly hostile regulatory environment."
- "Capital markets, while available, are much more expensive. Bank financing has constricted so alternative financing needs are necessary."
- "Our plans are to operate within generated cash flow and adjust activity to meet this level of spending."

Doug Storum can be reached at 303-630-1959, 970-416-7369 or dstorum@bizwestmedia.com.

THE TICKER

Program aims to lower jobless rate for disabled

FORT COLLINS — A nonprofit group in Larimer County is hoping to lower the unemployment rate for adults with intellectual and developmental disabilities.

Those adults face a startling unemployment rate — between 80 percent and 90 percent, a number that stands in stark contrast to Larimer County's low unemployment rate of 3.7 percent, according to the U.S. Bureau of Labor Statistics. The Fort Collins-based Arc of Larimer County, through its Everybody Works Initiative, is aiming to close that gap with a training series called "Human Resources and The Americans with Disabilities Act."

Training sessions will be held Oct. 28 and Nov. 11 at The Ranch Events Complex in Loveland, and each will focus on a different topic. To register, employers can visit arclc.org/for-employers.

Colo. business leaders' confidence dips again

BOULDER — Colorado business leaders' confidence, despite remaining positive overall, weakened for the second quarter in a row, according to the latest Leeds Business Confidence index released by the University of Colorado's business school.

The index, compiled by the Business Research Division at the Leeds School, shows an overall reading of 53.5 entering the fourth quarter. That's down from 58.3 entering the third quarter. Readings of 50 or higher are considered positive, and the overall index has remained in positive territory for 16 quarters in a row now.

Median home prices hit new highs for '15

The median sales price for homes in Estes Park and the Greeley/Evans markets hit yearly highs in September, according to a report released by Loveland-based Information Real Estate Services Inc.

Median sales prices increased from August to September in Boulder while they dropped in the Fort Collins, Longmont and Loveland/Berthoud markets. The number of homes for sale in September was down throughout the region.

In Estes Park, the median sales price reached its yearly high during September at \$387,500 on 30 sales, compared with \$369,500 on 28 sales in August. In the Greeley/Evans market, the median sales price hit its yearly high at \$230,000 on 203 sales, up from \$221,500 on 186 sales in August.

Boulder still has the most expensive homes in the region with a median sales price of \$762,500 on 44 sales in September. The median price in the previous month was \$753,000 on 70 sales. In Fort Collins, the median sales price was \$315,000 on 285 sales in September compared with \$321,500 on 310 sales in August. Its high for the year came in June at \$342,250 on 330 sales.

The median sales price in Longmont decreased to \$308,000 on 108 sales in September compared with \$315,000 on 133 sales in August. Its yearly high of \$334,000 came in July on 120 sales. The median sales price during September in the Loveland/Berthoud market was \$316,614 on 204 sales, down from its yearly high of \$325,000 on 217 sales in August.

BW COMMENTARY

Greeley voters should support ballot measures

Greeley enjoys some amazing momentum, as reflected in the “Greeley Unexpected” campaign that highlights people, events and other factors that make the city “an interesting place to live, work, play and learn.”

Add in the fact that the city has exceeded 100,000 in population, has benefited from surging energy, agribusiness and construction sectors, and enjoys the early stages of a downtown revitalization, and it’s easy to see why residents are speaking with more confidence about their community.

That’s why we hope that voters will preserve that momentum by supporting Ballot Measures 2A and 2B during the Nov. 3 election (although mail-in voting is ongoing).

The 2A Street Improvement Sales Tax would increase sales and use taxes – except on groceries – by 0.65 percent. That 65 cents on a \$100 purchase would go toward street maintenance and improvements, sunseting unless reauthorized by voters in seven years.

The 2B Reauthorization of Sales Tax on Food would extend a current 3.46 percent tax on groceries, with proceeds used for capital maintenance of facilities, parks and streets. The tax was first imposed in 1990 and would sunset unless reauthorized by voters in five years.

Supporters of 2A point to the goal of having 90 percent of city streets attaining the national standard of “good.” Achieving that goal would require \$12 million a year. The current food tax generates \$6 million annually, with some of those proceeds used for parks and facilities.

The new tax would generate \$9.4 million annually; added to the food tax, the city would have the \$12 million it needs for street maintenance and improvements, with another \$3.5 million left over for parks. If approved, Greeley’s total sales-tax rate would be 7.01 percent, still lower than Fort Collins (7.4 percent), Windsor (7.5 percent), and Centerra-Loveland (7.55 percent).

Street maintenance and improvements would encompass 60 miles of city streets, including some of the most-traveled arterials in the city.

No one likes to pay taxes, but everyone likes well-maintained streets. Dedicated taxes with clear purposes for the public good, with sunsets that enable voters to revisit the issue in the future, are positives.

We hope that Greeley voters see that positive, and maintain the city’s momentum, by supporting 2A and 2B.

Region sets new fashion trends

“Look at everyone around this table.”

That comment at a recent meeting of the BizWest Editorial Board in Fort Collins captured perfectly one reason that high-end clothing retailers have been in short supply at revamped malls in Fort Collins and Loveland.

The comment came as the speaker pointed to the casual attire of those around a conference table at our building in Fort Collins. Those among us clad in jeans, golf shirts and Sperry Topsiders initially were insulted at the comment but quickly saw the wisdom and accuracy behind the message: This region simply doesn’t represent a market for high-end clothing retailers.

It’s true that Boulder, Longmont, Greeley, Fort Collins, Loveland, et al, typically “dress down” compared with counterparts, even in Denver (although the city is less formal than when I worked there in the early 1990s).

When was the last time you saw a business person with a tie, other than at a few stalwart banks, at an evening social event or – ahem! – in a column photo? Boulder, in fact, was ranked by GQ in 2011 as one of the 40 worst-dressed cities in the country. (I’m not attributing that necessarily to Techstars founder and startup guru Brad Feld, who sometimes appears at gatherings in shorts and sandals, or to developer and real estate magnate Bill Reynolds, who might occasionally show up in bicycle attire, but readers can judge for themselves.)

Still, the trend as evidenced by Brad and Bill for casual attire hasn’t stopped complaints about the tenant mix for the revamped Foothills Mall in Fort Collins, now known simply as Foothills, and the revamped Twin Peaks Mall in Longmont, now dubbed the Village at the Peaks. Comments on daily



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

newspaper websites in Fort Collins and Longmont, as well as on Facebook, include many complaints about the lack of higher-end clothing retailers.

The message from developers is that they’re reflecting the market.

“Our project wasn’t designed to be a fashion project,” said Allen Ginsborg, managing director at NewMark Merrill Mountain States, developers of Village at the Peaks, in an interview with BizWest writer Beth Potter. “It’s designed to be a contemporary retail center. The reason (Twin Peaks) Mall failed is that it wasn’t contemporary.”

So what are shoppers seeking higher-end clothing to do? Nordstrom, of course, maintains stores at Flatiron Crossing in Broomfield and at Cherry Creek. (Our Editorial Board member says the selection at those stores is nothing like what is available at Nordstrom’s locations around the country.) Nordstrom Rack is opening at Foothills, giving Fort Collins what Boulder already has at Twenty Ninth Street.

But telling shoppers in Fort Collins or Longmont to travel to Broomfield, Cherry Creek or points farther removed doesn’t go over very well. Likewise, telling them they can find all the fashion they need at Ross, Payless or, for that matter, Nordstrom Rack, probably won’t make one too popular, either.

The only solution seems to be to embrace the “dressing-down” trend, and I’m pleased to say that I’m a leader in that movement, wearing jeans on many days, adding khakis to the mix some days and occasionally – very occasionally – donning a tie. For those readers seeking fashion advice, I would offer this: Ensure that your jeans are clean, that you have a golf shirt for every occasion, and that you replace those Topsiders once the foam in the heels falls out.

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

BW POLL

Should the Colorado Supreme Court allow municipalities to ban fracking?

No 53%

Yes 47%

Next Question:

Does your company expect a significant increase in health-insurance premiums next year?

Yes — rates are skyrocketing.

No — rates have stabilized.

Not sure

Visit www.BizWest.com to express your opinion.

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Recycling is our future – and good business

John Tierney's recent column in *The New York Times*, "Reign of Recycling," dismisses the importance of recycling. Tierney misses the key point that we live on a beautiful and finite planet that we are trashing at a rapid rate. Recycling, a central tenet of zero waste, plays a critical role in tackling this daunting situation.

For starters, recycling has been embraced across the country with impressive results. Since 1996, we've recycled and composted more than 2.6 trillion pounds of materials nationally, feeding a growing recycling industry that today provides more than 470,000 jobs nationwide and more than \$105 billion in economic activity.

Instead of paying money to bury or burn valuable resources, many cities now make money recycling them. Instead of creating environmental and financial liabilities where communities are left footing the bill to clean up leaking landfills, communities have commodities they can sell and use for local business development.

And then there are the environmental benefits. Climate change is the biggie. Scientists say we must reduce greenhouse-gas emissions as much as 70 percent by mid-century if we are to avoid global warming's worst and most costly impacts. Recy-

cling, which uses less energy and fewer natural resources than manufacturing using virgin materials, reduces emissions. Adoption of zero waste practices by business innovators will reduce even more.

Tierney argues that we should recycle only those materials that have the biggest climate impact and calls out plastic bottles for having a relatively small impact – the key word here being "relative."

But to avoid the worst impacts of climate change, we need a myriad of solutions, and recycling plastic bottles is an easy option. If everyone in the United States recycled all the plastic water bottles we currently throw away every year, we could save the greenhouse-gas equivalent of taking nearly 600,000 cars off the road. We should wean ourselves off of these petroleum-based products altogether, but in the meantime, recycling is a much better option than the landfill.

And there's the staggering reality of 7-plus billion (and growing) people on Earth, who rightly aspire to a comfortable standard of living. Yet if every person consumed as much stuff as the average U.S. citizen, we would need the equivalent of more than four Earths to support all of us.

Could we flee to Mars and get by on potatoes grown in our own poop as Matt Damon did in "The Martian"? Maybe, but frankly, we think most of us would rather stay home.

Staying home means wising up. According to the Environmental Pro-

Could we flee to Mars and get by on potatoes grown in our own poop as Matt Damon did in "The Martian"? Maybe, but frankly, we think most of us would rather stay home.

tection Agency, the way we produce, transport, use and dispose of products and food generates 42 percent of U.S. greenhouse-gas emissions, not to mention the natural resources used.

Can recycling help? You bet. Recycling, and more broadly Zero Waste, replaces our linear, fossil-fueled, and consumption-addicted economies with circular, more sustainable and more equitable ones that reduce emissions and conserve natural resources.

Recycling is also good business. Industry titans – including General Motors, Toyota, Sierra Nevada and Xerox – all recycle and have committed to Zero Waste to improve their bottom line. Corporate giants Unilever, Philips, Google and Hewlett Packard are embracing the circular economy as the new and much more efficient way of doing business.

New jobs are another recycling benefit that Tierney neglects, looking only at the direct costs of recycling compared to landfills.

But recycling does create jobs –

nine times as many as landfills – and reuse and remanufacturing create as many as 30 times more jobs than landfills. It's for this reason that Michigan's Republican governor is reinvesting in the state's household-recycling programs specifically to create jobs.

Nationwide, we could create 1.1 million new jobs by recycling 75 percent of our discards – more than double the current rate. Yes, the recycling industry is affected by the global economy. U.S. exports are down, partly due to the strong dollar, putting recycling in a slump along with many others. But, just as that's no reason to give up on other industries, it's no reason to give up on successful programs now when we should be investing in new ideas and entrepreneurs and the local infrastructure to support them.

With one of the lowest recycling rates in the nation at 11 percent, Colorado is way behind the curve. This abysmal rate costs us a lot of jobs and money. Instead of continuing to bury recyclables worth as much as \$170 million in landfills each year, it's time to invest in building our "New Recycling Economy."

It's time for us to wake up and get busy building the Zero Waste communities and businesses of the future. Our kids will thank us.

Suzanne Jones is executive director of Eco-Cycle, a Boulder-based nonprofit recycler and zero-waste advocacy group. More information is online at ecocycle.org.

LETTERS

Kaiser, United Way join for Weld Project Connect

To the editor:

Kaiser Permanente is proud to partner with United Way of Weld County as a Gold Sponsor of Weld Project Connect for the third consecutive year.

At Kaiser Permanente, quality coverage means more than health care. It includes support for local organizations that contribute to the overall health of the community. For more than 40 years, the state's largest nonprofit health plan has worked to improve the lives and health of Coloradans and continues to grow with the needs of the local community.

Weld Project Connect believes in Neighbors Helping Neighbors. This annual one-day event, being held on Oct. 16 this year, provides numerous on-site services directly to individuals and households struggling and in need due to housing instability, job loss, age, health problems and other issues that can interrupt a life.

Their efforts benefit those in need and

the community by:

- Improving quality of life for the entire community.

- Re-engaging the underserved, homeless and those in need with the community and available services.

- Providing a connection with isolated members of the community.

- Bringing agencies and organizations together for a unified purpose.

- Bringing individuals from various segments of the community together for a beneficial purpose – neighbors helping neighbors.

- Increasing public knowledge and awareness of our neighbor's situation.

- Engaging civic leaders in current issues and possible solutions.

As a nonprofit health plan, Kaiser Permanente's involvement with Weld Project Connect aligns with our mission to improve the health of our members and the health of our communities, because we know the health of our communities goes beyond exam-room walls.

Jason Tacha
Executive director, operations
Northern Colorado Service Area
Kaiser Permanente

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: "Whole Foods' action doesn't get Haystack's goat," Sept. 30

Commenter: Dani

"I'm almost speechless. Recidivism rate at about half of gen pop. Inmates doing something productive for society. They've been found guilty of a crime. And there's a contingent that feels like they aren't being paid enough? That will happen when they get released and at least they'll have a skill set. The world has gone a little crazy. Or maybe a lot."

Story: "Trelora brings unique model to Fort Collins real estate market," Oct. 2

Commenter: Tylor

"What a fantastic business model! It seems to liberate the buyers and sellers of homes by putting the power in their hands and not the greedy realtors.

Besides me, I know too many people who found their house online without any help from their realtors."

Story: "Martin Marietta: Weld asphalt plant a go despite lawsuit," Oct. 5

Commenter: Mark Crough

"Another brilliant fracking idea comes out of the collective lunacy that pervades the Weld County Commissioners' brain trust. Let's completely sabotage any hope of mixed use development, vibrancy or a positive complement to Centerra such as Grand Station.

Might BizWest consider some investigative reporting to follow the money and influence peddling that's going on with this government body? Big, Ag, O&G, Asphalt, ... the beat goes on but no one cares to sniff out the story."

Story: "CU, CSU land NSF grant to aid in purchase of \$3.9M supercomputer," Oct. 9

Commenter: BMinCO

"This is awesome! As a Buff Alum, I'm very proud this will be on CU's campus, as former CSU grad student, I feel like the naming rights should go to them – and I propose we call it Cam with Ram! RIP Cam."

Behind Every Great Building, Is A Great Story.



Lokal, Fort Collins' newest elevated college living experience, provides residents with a luxe housing option neighboring the Colorado State University campus. The vision for the project was created by its owners/developers, two CSU alumni. The project sets a new standard for living with an altitude deck with an indoor/outdoor lounge, outdoor events plaza, and zip cars for resident use. Lokal fuses Fort Collins music, food, and art culture together with everyday living.

Brinkman provided the construction for the 105,000 SF, 194-bed complex and is currently assisting with the real estate management of the property.

At **Brinkman Partners**, we are proud to be a part of bringing our clients' stories to life.



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