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Section B

# Northern Colorado BUSINESS REPORT

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## NEWS



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## Steele's bankruptcy winds down

### Nine years later, creditors finally getting paid

By Steve Porter  
sporter@ncbr.com

FORT COLLINS – After nine years of legal maneuvering in bankruptcy court, Steele's

Markets – once an icon of Northern Colorado business – is finally wrapping up its obligations to its debtors, paying more than 300 creditors only pennies on the dollar in most cases.

Steele's Markets LLC, which filed for Chapter 11 bankruptcy protection in February 2001, was one of the region's best known and successful grocery chains. Just prior to its bankruptcy, Steele's operated six stores in Fort

Collins, Windsor, Fort Morgan and Niwot and employed about 600.

The family-owned supermarket chain prospered for more than 60 years before foundering in late 2000. Store owners Russ and Carol Ann Kates at first believed a Chapter 11 reorganization might save a portion of the operation, but by October of 2001 the company's creditors decided the reorganization plan

would not work, and Steele's was ordered to liquidate its assets and pay off its debts under Chapter 7 bankruptcy rules.

Russ Kates said he hadn't given much thought to the bankruptcy since 2001. "It was over in 2001 for us," he said. "Once the courts took over and the (bankruptcy) trustee took over, we were out of the picture."

In December 2009, bankrupt-  
See STEELE'S, 20A

### Actual new-job creation total still to be seen

By Kristen Tatti  
ktatti@ncbr.com

Firms in Northern Colorado nabbed a lion's share of the renewable energy manufacturing tax credits doled out in the state, but whether the incentives will have a direct, near-term impact on employment remains to be seen.

In early January the Departments of Treasury and Energy awarded \$2.3 billion in tax credits for expansion or creation of manufacturing facilities in the advanced energy sector. The credits can be taken on tax liability for up to 30 percent of the total value of the project. In Colorado, companies netted \$75.2 million in credits. Of that total, \$52.1 million were awarded for projects in Northern Colorado.

The credits were lauded as a job-creating incentive at the federal and state level. However, the projects in Northern Colorado were already planned, under way or in some cases complete when the credits were awarded.



## NoCo firms land \$52.1 million in tax credits

Kristen Tatti, Northern Colorado Business Report

**CREDIT ABOUND** – Abound Solar employees move a photovoltaic panel from the production line to a shipping container. Abound received a \$12.6 million tax credit for construction of its second manufacturing line.

Fort Collins-based Advanced Energy Industries Inc. received a tax credit worth \$1.2 million for a new manufacturing line for the company's Solaron solar inverters. The company built the line in a facility it already owned, and it

will serve as the only Solaron manufacturing facility for now.

The Solaron inverter product was launched in 2007 and up until mid-July the order capacity was handled at AE's main facility. However, order volume was

increasing at a rate that quickly out-grew the capacity there. The new line opened during the fourth quarter and as of early January had not resulted in any new jobs.

See ABOUND, 25A



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# New president of The Group settling into new home

## Thompson makes fast adjustment to Northern Colorado

By Steve Porter  
sporter@ncbr.com

FORT COLLINS — Eric Thompson is no stranger to Colorado, but the months he's lived in Northern Colorado can be counted on one hand.

Thompson, 39, began his duties as president of The Group Inc. Real Estate, the region's biggest real estate firm with about 300 agents, or as they're known in the firm's unique corporate culture, "sales partners," on Nov. 2.

Born and raised in Denver, Thompson received a degree in economics from the University of Colorado in Boulder. He spent the last 10 years living in the Breckenridge area, where he worked for Vail-based Slifer Smith and Frampton Real Estate, overseeing about 50 sales agents in five offices scattered across Summit County.

Tall, energetic and possessing a naturally friendly demeanor, Thompson said he first heard of The Group about five years ago when he met company founder Larry Kendall, now chairman emeritus, during one of Kendall's classes on "Ninja Selling."

"He's really the reason I'm here," Thompson said. "From the day I met

him I knew he was going to be a mentor and a role model for me."

Thompson said he was attracted to The Group for a couple of reasons. "First, it's a company with a great story," he said. "I'm not the kind of person who would be attracted to just some big company. This company started with a real entrepreneurial spirit and a clear vision as to how they would be different from other companies.

"The second thing is we're market leaders," he added. "We've been ranked first or second in the country in terms of how productive our partners are. The people here are fully committed to being full-time realtors, and we're leaders in the community, donating time and money to make this an even better place."

Under The Group's philosophy, every agent is a sales partner with the aim of helping each other make sales and not trying to steal sales away from each other.

"This is a company that feels more like a family than a corporation," he said. "Everyone's really tight here and we support each other. We're all owners and we share in each other's success, and that's pretty unique in real estate."

### Philosophies match

Thompson said his personal work philosophy mirrors that of The Group. "I think it matches the company philosophy in that we all commit to be masters

See THOMPSON, 27A



Steve Porter, Northern Colorado Business Report

**HEAD GROUPIE** — Eric Thompson began his duties as president of The Group Inc. Real Estate in November and is enjoying living in Northern Colorado after spending the last 10 years in the Breckenridge area. Thompson, 39, is a Denver native and lifelong Colorado resident.

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# THE EYE

## Burns recruits Conan O'Brien for day gig

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Former late-night TV host to fill Executive Social Media Dignitary position. Should be creative and funny. Preferably red-headed, pale and awkwardly tall. Call **Burns Marketing Communications** for more information.

Well, **Mike Burns'** offer to **Conan O'Brien** was a little more than that. The Johnstown marketing firm president sent slighted NBC Late Show host a formal invitation to join his company in the newly created, yet honorary, position. Benefits include "carte blanche creativity" and no hassles with complicated W-2 forms.

However, Burns was not the only one to offer a job, and O'Brien doesn't mind talking about it ... on his show ... on NBC ... which is kicking him out of his job ... because NBC doesn't look foolish enough for agreeing to pay him \$45 million to go away?

Offers O'Brien is considering:

- "Take show to Pasadena Community Network cable access!"

- "Dramatic role as IRA terrorist on FX drama 'Sons of Anarchy'!"

- "Morning show sidekick on Y-94 in Fargo, North Dakota!"

- "Star in a Pink Visual porno, 'Conan the Bangbarian'!"

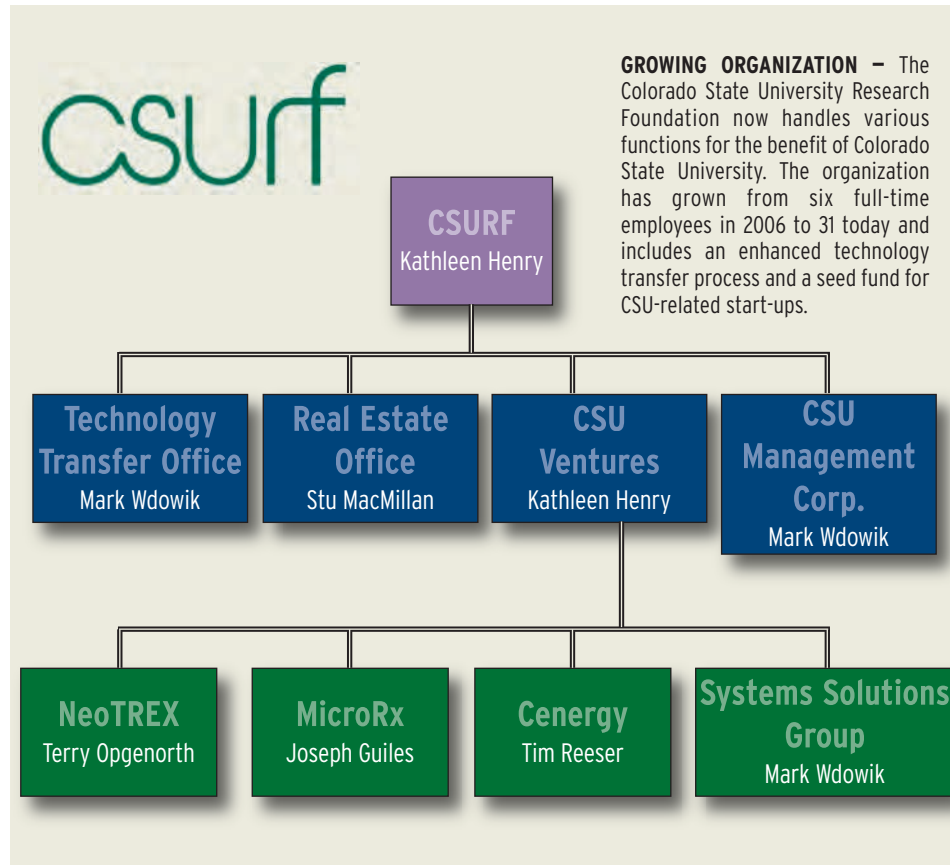
- "Appear on 'Dancing with the Stars'!"

O'Brien is leaving the decision of his fate up to a vote, which may be cast at [www.tonightshow.com](http://www.tonightshow.com). A wink of The Eye to a write-in for Secretary of the U.S. Treasury.

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# MacMillan to head CSURF real estate office



**GROWING ORGANIZATION** - The Colorado State University Research Foundation now handles various functions for the benefit of Colorado State University. The organization has grown from six full-time employees in 2006 to 31 today and includes an enhanced technology transfer process and a seed fund for CSU-related start-ups.

SOURCE: COLORADO STATE UNIVERSITY RESEARCH FOUNDATION

F O C U S

## Veteran developer ready to tackle "new challenge"

By **Kristen Tatti**  
ktatti@ncbr.com

One of Northern Colorado's most prolific commercial real estate developers recently took the helm at the Colorado State University Research Foundation's real estate office.

Stuart MacMillan, president and CEO of Everitt-MacMillan Commercial LLC, accepted the position of director of CSURF's real estate office, filling an almost yearlong vacancy. MacMillan has already started in his new position but plans to continue his work on development projects with which he is currently involved.



**MACMILLAN**

"It seemed like a bit of a change would be good," MacMillan said. "Right now, I'm in a pretty steep learning curve."

MacMillan spent the last 30-plus years  
**See CSURF, 22A**

# Western Heritage thrives on recycling ethos

## Second generation grows business with no debt

By **Maryjo Morgan**  
news@ncbr.com

**LOVELAND** — When Pat Lynch turned an old lock into a keychain for one of his co-workers at the U.S. Forest Service in Wyoming back in the 1960s, no one imagined that 33 years later, his son would be ready to build a brand-new factory to help his custom-casting business keep up with worldwide demand.

But the popularity of those keychains with the USFG logo on them led Lynch into making belt buckles — the design became part of the official Forest Service ranger uniform — and then to build a foundry in Encampment, which became the Western Heritage Co., which in turn grew into a major manufacturer of custom-made bronze, silver, gold and silver alloy cast items.

When Pat's son Mike Lynch became president of the company in 2001, he moved most of the operation to Loveland, where the company has continued to expand its product line to lapel and hat pins, award plaques and knives/multi-tools. They've also progressed to embroidered patches, briefcases, desk accessories, metal coasters, clocks and mugs, all while retaining a significant number of processes in-house.

Western Heritage provides a long list of state and federal agencies with custom products, including the Forest Service,

**See WESTERN, 4A**



Courtesy Western Heritage Co.

**CASTING CHARACTERS** - The Western Heritage team includes (front row) Mike Lynch, President; Molly, Executive assistant; Buddy, Creative assistant; Nicole Cutter, Graphic artist/General manager; Irish, Artistic assistant; (middle row) Sonia Machuca, Apparel manager; Josefina Machuca, Embroidery specialist; Inga Melson, Customer service; (back row) Warren Vickers, Shop hand; Brent Trimble, Laser operator; Cara Romero, Outsource specialist, Ron Hansjosten, Shop manager.

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## WESTERN, from 3A

Bureau of Land Management, U.S. Fish and Wildlife Service and the National Park Service, as well as local customers including Thompson Valley High School and Colorado Youth Outdoors, all of which also sell items online.

And demand is booming, to the point where the company has been renting manufacturing space in north Loveland after outgrowing its original location. The plan is for Western Heritage to build a new, custom-designed, 7,500-square-foot plant of its own in Timnath later this year.

### Question every expense

How is Western Heritage able to build a tailor-made facility in the current economy?

It's all about conserving money and resources, according to Mike Lynch, who also admits his shrewd mindset has kept the company debt-free.

"We have always treated this business as if we were in the startup phase, even though we are going into our 34th year," he said.

Lynch had the foresight two years ago to slash budgets and allow natural attrition to downsize operations to the current dozen employees. He said he has always asked three questions of every expense:

- Do we need it?
- Can we do it ourselves?
- Can we find it used somewhere?

Lynch takes the reduce, reuse, recycle ethic seriously, and is proud to have built an infrastructure on repurposing items garnered from almost anywhere.

A self-described auctionaholic, he keeps a steady eye on eBay, Craigslist, government and Colorado State University surplus and auction houses for any useful equipment. The company's telephone system first served the Grand Junction Bureau of Reclamation. Metal tumblers initially shined CSU silverware, and embroidery machines that recently arrived from Iowa were a lucky eBay purchase Lynch made on Christmas Day. He also buys used gov-

"We have always treated this business as if we were in the startup phase, even though we are going into our 34th year."

Mike Lynch, president  
 Western Heritage Co.

ernment vehicles for \$600 or less — "They run great." — that he's been known to pass on to employees as perks and thank-you gifts.

"I have only bought one piece of new equipment, and maybe two out of 15 computer systems," he said.

Lynch is deeply pleased with "one of the coolest machines" he's yet acquired: a gently used 3-D printer that turns CAD files into wax forms.

"We can then take those 'prints' and cast them in metal here in our shop," he explained, kicking the company's fine metal-smithing up a notch.

The 3-D printer will soon be joined by what Lynch describes as his "dream casting machine," purchased from NASA surplus last year.

"It is the only one in the world with its melting capabilities," he said. He hopes its unique capabilities will allow the company to maneuver even more solidly in the hotly competitive small-castings world.

By late February when the machine is uncrated, calibrated and put on the production line, Western Heritage will have run it more in one day than it operated during its entire tenure at the space agency.

Lynch will not divulge what he paid for the machine which cost over \$120,000 new, but says, "I got a great deal."

## C O R R E C T I O N S

The *Business Report* will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Kate Hawthorne at 970-221-5400, ext. 224, or e-mail her at khawthorne@ncbr.com.

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# Clean energy park moves into second phase

## Greeley officials studying finance, technology details

By Steve Porter  
sporter@ncbr.com

GREELEY — In just a few years, a site east of downtown Greeley could be bustling with activity, showcasing one of the nation's first "clean energy parks."

The city is studying the possibility of creating the Greeley Clean Energy Park, where alternative energy production would be demonstrated in a real-world setting.

Through potential partnerships with JBS USA meatpacking company and Leprino Foods — which intends to construct a cheese-manufacturing facility within the same 220-acre Urban Renewal Authority site — the city is exploring the concept of producing biogas and electrical power from meat, cheese and other organic wastes.

The concept — now in phase 2 of its initial planning — calls for combining organic wastes from Leprino and JBS's packing plant about one mile north along with biosolids from the city's water pollution control facility, also located in the URA. By putting the combined material through an anaerobic digester — in which microorganisms consume waste and produce methane —

biogas could be created to be burned to make electricity.

An \$82,000 grant from the Governor's Energy Office last year funded the first phase of the study, performed primarily by Fort Collins-based Symbios Technologies LLC, a waste-to-energy project developer.

The study found "the most manageable and profitable scenario" for the project would be a 2-megawatt digester that could process more than 500 tons of waste and produce more than 800,000 cubic feet of biogas daily. The gas could be converted into about 16 million kilowatt-hours of electricity annually.

The study also showed the facility could be built for about \$17.3 million. How that might be split remains open for discussion, said Bruce Biggi, Greeley's economic development manager.

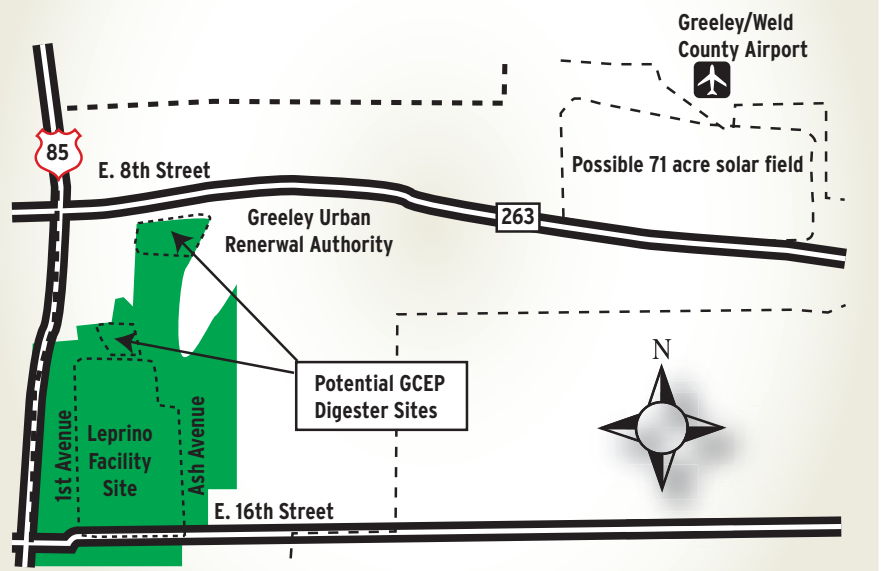
"The report examines all kinds of scenarios of ownership," he said. "It really depends on who wants to be part of the project."

### Second phase under way

Biggi said the second phase of the project, which received city council approval to move forward in mid-January, will include a closer look at setting up the digester, including choosing the best technology and best location on the site.

"One site might lend itself better than the other but we won't know that till we know the actual technology that will be

**ENERGETIC** — This map shows the location of the proposed Greeley Clean Energy Park near downtown Greeley, with two possible anaerobic digester sites and a possible 71-acre solar energy field. The park is within the city's Urban Renewal Authority district (dotted line) that includes the site of the Leprino Foods cheese factory, expected to be operating by late 2011. The city is considering partnering with Leprino and the JBS beef production facility about one mile north to produce power by digesting their organic wastes along with biosolids from the city's water pollution control facility, adjacent to the URA district.



SOURCE: CITY OF GREELEY

deployed," said Biggi. "We also need to firm up the parties, the agreements and the type of waste coming in."

The city has letters of support for the project from Leprino and JBS. Chandler Keys, JBS spokesman, said the company is interested in the concept but is waiting to see how it unfolds.

"We're working with the city and we're all waiting to see what happens," he said. "We're very interested in this kind of technology, but we want to see what the final proposal looks like."

JBS recently began construction of its

See ENERGY, 25A

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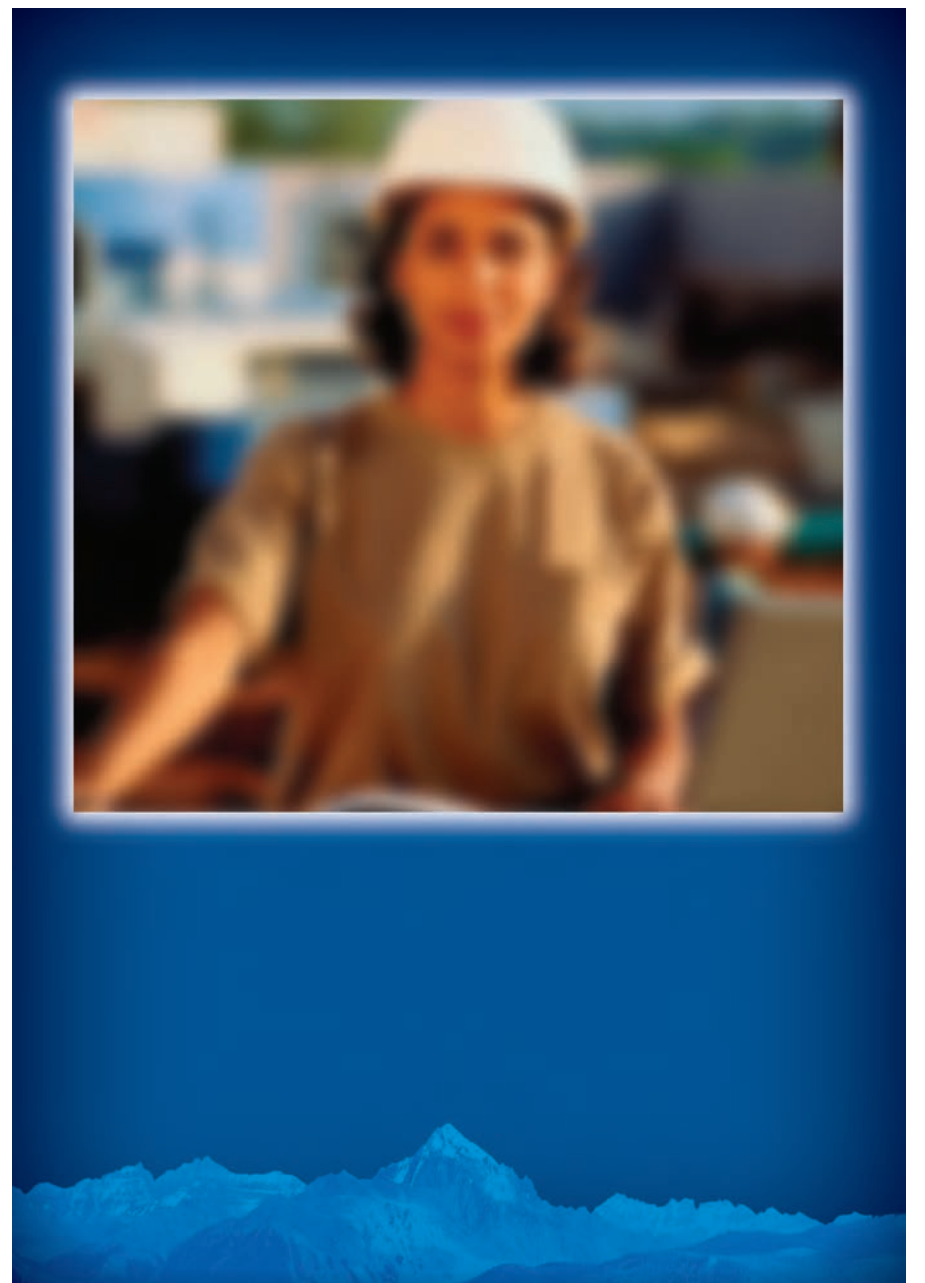
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# Film shows many sides of renowned CSU professor

## Temple Grandin's life subject of upcoming movie made by HBO

It's been a long time coming, but it looks like it was well worth the wait.

HBO Films will debut "Temple Grandin" on Feb. 6, a movie based on the life of the renowned designer of humane animal-handling facilities who also teaches at Colorado State University.

Grandin, 61, has been working with writers and producers on a possible movie for almost a decade.

"The project's actually been in the works for about nine years," said Grandin in a phone interview during a whirlwind speaking tour ahead of the film's debut. "They finally got the right team put together."

Grandin's especially pleased with the choice of Claire Danes, a talented, up-and-coming Hollywood actress, to portray her during her late 20s and 30s. "I think she did a really good job, and another thing I like in the movie is they show how my mind works," she said.

Grandin, a 20-year CSU professor of

animal sciences who lives in Fort Collins, is a high-functioning autistic person who didn't begin talking until the age of four. While some autistics can barely communicate with the outside world and live deeply within their own minds, Grandin's autism actually worked to her advantage, helping her to focus on the world from an animal's perspective.

Over the years, Grandin's become a celebrated designer of livestock equipment and published several books on that subject and on better understanding autism. Probably her most famous book is her 1995 autobiography "Thinking in Pictures: My Life with Autism," on which the movie is based. She's also the author of "Animals in Translation: Understanding the Mysteries of Autism to Decode Animal Behavior," published in 2005, and last year's "Animals Make Us Human."

Grandin said the new film concentrates on her life in the 1970s when she was just getting started in her chosen field of meat-animal welfare and designing equipment to help make their lives less cruel. It wasn't an easy time for a woman – autistic or otherwise – to be taken seriously in the patriarchal world of ranchers and beef producers.

"Getting started in the '70s was not easy," she said. "Nobody in the cattle industry actually ever threatened me, but one time someone put bull testicles on my car to let me know I wasn't wanted."

Grandin said she was especially taken with actress Danes, who she lent some photos and old videos "so she



TEMPLE GRANDIN

Courtesy Angus Bremner

could copy my mannerisms." Danes completed the transformation by donning a wig and some fake teeth to mimic Grandin's gap-toothed smile.

"In the movie she's not Claire Danes anymore," Grandin said. "She turns into me — she becomes me."

Grandin said watching an advance showing of the film was eerie. "It was really weird. It was like a really weird time machine."

The film delivers messages about autism and treating animals humanely, even as they make their way to the slaughterhouse. Grandin has been widely quoted as saying, "I think using animals for food is an ethical thing to do, but we've got to do it right. We've got to

give those animals a decent life and we've got to give them a painless death. We owe the animal respect."

Grandin said she's hoping that the film will help people better understand a mysterious brain condition. "I think it shows that people with autism really can do things," she said. "Autism is a very big spectrum. About half (who have it) are nonverbal, and we're doing better with them. But you also have smart, nerdy types and a lot of educators don't know what to do with those kids."

HBO Films President Len Amato, in an interview with Meatingplace.com – a source of information for the meat industry – said Grandin gave her full cooperation in the making of the film, directed by Mick Jackson and shot in Austin, Texas.

Amato said he hoped viewers of the film would better understand and appreciate a truly remarkable woman.

"In the meat industry, she is revered as a visionary and leader for her work," Amato said. "In the worlds of academia and autism, she is admired for her advocacy and knowledge. We believe the film is a celebration of a multi-faceted and unique woman who has touched many lives and communities, and that is what we anticipate will make viewers receptive to the film."

Steve Porter covers agribusiness for the Northern Colorado Business Report. He can be reached at 970-221-5400, ext. 225, or at [sporter@ncbr.com](mailto:sporter@ncbr.com).



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**THE CAREER ENTHUSIAST**  
Carrie Pinsky

The self-employed invest in their professional training and development. They value themselves and take control of their careers. The added bonus is that when you work for yourself you never have to worry about being laid off.

Many employees, on the other hand, offer perfunctory job performance, contribute to the company 401(k), and pray they will be able to retire happily ever after. In offices everywhere you can find employees who are doing the bare mini-

mum and wasting inordinate amounts of time. A simple "How was your weekend?" often turns into a 20-minute discussion.

In today's market you might imagine employees working a bit harder to avoid being let go. Instead, people are fiddling around on Facebook and playing endless rounds of Free Cell. Granted, there are plenty of employees who work hard for their money, but many Americans suffer from a general sense of malaise at work.

It is time to snap out of it! Job security is an oxymoron. We must actively manage our careers rather than passively allowing others to control our destinies.

So, whether you are in job-search mode, working your way up the corporate ladder, or simply hoping to avoid being laid off, it would be prudent to start thinking (and acting!) like an entrepreneur or an independent contractor. People who work for themselves are generally very good at what seems to perplex and confound those of us who still behave like employees.

### Find your niche

Job seekers often try to convince recruiters that they can do it all. They include so many "areas of expertise" on their resumes it becomes laughable. Typically, candidates try so hard to be what they think a hiring manager wants that they forget who they really are. It is easy to fall into this trap when jobs are scarce and the electricity bill needs to be paid, but trust me, recruiters, hiring managers, and even resume-scanning software

can see right through this approach.

The successfully self-employed find their niche, work to their strengths, and strive to become known as experts in a specific field. As scary as it may be to limit yourself, you must be willing to put a stake in the ground and commit to a particular path, forsaking all others. When we try to be everything to everyone, we very often end up being nothing much at all.

### Market yourself

Ask a job seeker to state succinctly, in 30 seconds or less, what kind of work he or she is looking for and what would make him or her a strong candidate to consider. You will either hear an over-rehearsed elevator speech that leaves you cold or watch the person before you turn into a blithering idiot.

Why is it so darn difficult to eloquently and sincerely communicate our unique value to the world? Once you identify your niche, you need compelling verbal, written and web-based materials that work together to tell your story. Those who work for themselves would not get many gigs if they did not know how to network and promote themselves to their target markets. The self-employed believe in the work they do and are able to articulate their value in a way that inspires others to want to know more.

### Embrace risk and rejection

Employees tend to play it safe. They go to work each day and pretend their

jobs are secure. In the event of a layoff, most employees would be hard pressed to network their way out of a cubicle. Job searchers send endless resumes into cyberspace but avoid (like the plague!) following up in person with employers. Online rejection is so much easier to handle than a personal rebuff.

We are less likely to reach our full potential when we are too fearful of rejection and failure. Entrepreneurs go "all in" and bank on their own success. The successfully self-employed continually risk rejection as they network or make proposals to potential clients. Employees and job searchers need to adopt a similar approach. No risk? No reward!

We all need to get out of the employee mindset and start managing our careers. It starts by defining a niche and truly believing that what we have to offer is of value. Stale resumes, boilerplate cover letters and lackluster online profiles won't cut it.

We need to develop our personal brands with effective marketing that communicates our worth. Networking should be a way of life, not a contrived job-search activity. Finally, we need to take risks and get out of our comfort zones in order to move our careers forward.

A wise person once said, "There can be no transformation without trembling." If that is the case, may we all tremble and shake with fear in the coming year.

*Carrie Pinsky lives and works in Fort Collins.*

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# Brother Mel's BBQ still cooking right along

## Outdated online info keeps longtime restaurant hidden

What do **Brother Mel's Southern Style BBQ** and Mark Twain have in common? The reports of their deaths were greatly exaggerated.

It is true that Brother Mel Johnson closed his Oak Street restaurant in 2005 to tend to his ministry and did not open again until 2008. He's been up and cooking in Prospector Square at the corner of Prospect Road and College Avenue in Fort Collins ever since, but a defunct phone number and persistent Internet reports of the closure make finding the place more difficult than it should be.



**STEPPING OUT**  
Jane Albritton

"I just don't know what to do about Google," Brother Mel said. "We have tried to contact them to get that old information off, but nothing seems to work. When the story came out that we had closed, all our customers were amazed."

George Moore, Brother Mel's longtime employee, reported that a regular

See **STEPPING OUT**, 23A



Krista Watzel, Northern Colorado Business Report

**TASTY ANYWHERE** – Brother Mel Johnson, owner of Brother Mel's Southern BBQ located on the southwest corner of College Avenue and Prospect Road in Fort Collins, serves up a plate of the house specialty: barbecue. Outdated contact information and persistent Google search results have made it difficult to find the restaurant.

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# Investors get tough on boards in tough times

## Shareholders pay attention, vote when margins squeezed

When the going gets tough, investors start paying attention.

It's easy for shareholders to be complacent when their company is performing well and the economy is chugging along. However, as margins are squeezed, the masses who own the world's publicly traded companies are more likely to pay attention, especially during proxy season.



**TECHNOLOGY**  
Kristen Tatti

The new website MoxieVote.com was created to make the process of being an active shareholder more accessible to the individual investor.

"At its core, MoxieVote is an online voting service for shareholders," said Jeff Marshall, cofounder of the site. "Our main intent is to encourage participation."

MoxieVote launched its beta site in November. It includes information on the voting items on recently filed proxies, recommendations on voting from third-party advocates and vote alignment for shareholders. Shareholders who register (for free) with MoxieVote can actually cast their votes from the site.

So far MoxieVote has about 620 registered users. Marshall said there is no intention to ever charge the end-user/voters but added that the firm is still working on the revenue model for the site.

MoxieVote is also collecting third-party advocates — professionals and organizations who will post their "expert" opinions on specific proxy items. MoxieVote executives have approached Denver's Gerald Armstrong, an activist shareholder and professional investor, about participating.

Armstrong, who guesses he's filed 40 shareholder proposals in the past year, said he's hesitant to participate because he doesn't necessarily want to put himself out there that much, but he is supportive of the site's purpose of getting shareholders involved.

### Annual elections

Armstrong has actively pursued board accountability issues for many years. Most recently, he presented a shareholder proposal for Woodward Governor Co., in which he has been invested for about seven years. The proposal asked that Woodward remove the classification of terms for the board so that directors would be elected annually rather than once every three years.

"I've gotten this through at a num-

ber of companies," Armstrong said of the proposal.

He presented the single-year board term item as a proposal to Xcel Energy shareholders in 2003. The next year the board presented the item for amendment to the articles governing the company.

The Woodward board unanimously recommended a "no" vote on Armstrong's proposal this year. The board argued that the staggered three-year terms for directors allows for continuity and stability. President and CEO Tom Gendron, who also sits on Woodward's board, pointed out that an annual election would benefit a company in which the board has a history of acting to enrich themselves rather than the company. That is not the case, he said, at Woodward.

"Our board is excellent," he said. "They hold me accountable all the time."

On the other hand, the item was endorsed by Risk Metrics Group, a firm that consults with institutional investors. More than 60 percent of Woodward's stock is held by institutional investors.

Armstrong argues that annual elections are the best way to hold the board of directors accountable and make sure they are doing best by the company. He was unable to attend Woodward's annual meeting, held Jan. 22, but in a statement read for him by a representative, Armstrong quotes from former U.S. Securities and Exchange Commission Chairman Arthur Levitt's book "Take on the Street":

"In my view it's best for the investor if the entire board is elected once a year. Without annual election of each director, shareholders have far less control over who represents them."

Others also share that philosophy. In May, New York Sen. Charles Schumer introduced legislation dubbed the Shareholder Bill of Rights Act of 2009, which would, among other provisions, require the annual election of directors. The bill went to the Committee on Banking, Housing, and Urban Affairs for further analysis.

Woodward's shareholders voted in favor of Armstrong's proposal with about 67 percent of the voting shares approving it.

But that doesn't mean any change will occur this year. The proposal is an advisory item that lets the board know the sentiment of the shareholders. The board will now consider whether or not the item should be adopted. If they do, the item will appear on next year's proxy and will need a two-thirds vote in order to amend the company's articles.

Armstrong said he intends to send a letter to the Woodward board soon, encouraging them to act with the will of the shareholders. He plans to include a few other recommendations as well.

*Kristen Tatti covers technology for the Northern Colorado Business Report. She can be reached at 970-221-5400, ext. 219 or ktatti@ncbr.com.*



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## TIME OUT

Snapshots of life outside the office

Page 13A

## ETC.

### Briefcase

Regional business developments  
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### Calendar

Events, seminars and dates to look forward to  
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### On The Job

People in the news, on the move  
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## LISTS

### Region's largest

Employment staffing agencies  
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Private-sector employers  
Page 17A

Public-sector employers  
Page 17A

Commercial real estate brokers  
Page 23A

# Hire Colorado to help jobless

## Program designed to stimulate economy without ARRA funds

By **Kate Hawthorne**  
k Hawthorne@ncbr.com

Hot tip for businesses on the brink of recovery: Your local Workforce Center has a pool of skilled workers for you, and it won't cost you a dime to hire them.

As part of a pilot project sponsored by the U.S. Departments of Labor and Health and Human Services, funds have been sent to the states to subsidize short-term jobs for people who have exhausted or are reaching the end of their unemployment benefits. In Colorado, the money has been divided up among eight workforce regions along the Front Range, including Larimer and Weld counties, for the Hire Colorado internship program.

"The purpose of the program is really threefold," explained Adam Crowe, program coordinator for the Larimer County Workforce Center. "First, to relieve the burden of cash assistance from the TANF

See **HIRING**, 27A

## Internships for baby boomers

Given the problems facing our nation today, we can't afford to waste experience. People in their 50s, 60s and 70s will need to, and often want to, work longer than their parents did. Half of them, according to a recent national survey, want encore careers that combine income, meaning and work that matters.

The Edward M. Kennedy Serve America Act, signed into federal law earlier this year by President Barack Obama, makes national service accessible and inviting for millions who have finished their midlife careers.

The Serve America Act creates something akin to internships for boomers. These "encore fellowships" provide people 55 and older access to one-year management or leadership positions that will prepare them for jobs in the public and non-profit sectors.

The Serve America Act also provides two big, new incentives for individuals over 55 and for organizations that can use their experience to find each other.

First, midlifeers who participate in AmeriCorps programs for a full year and earn an education award will now be able to use that money for their own education or, for the first time, to transfer that money – more than \$5,000 in tuition – to their children or grandchildren.

Second, people over 55 who provide a minimum of 350 hours of service to any accredited community organization will earn Silver Scholarships, which provide them with a \$1,000 education award that can be used for career training – or transferred to children or grandchildren.



SOURCE: SOURCE: WWW.ENCORE.ORG; JOHN S. GOMPERTS, PRESIDENT OF CIVIC VENTURES, JGOMPERTSCIVICVENTURES.ORG.

# To see business future, open your eyes



**PANORAMIC MARKETING**  
Don Condit

## Look over the fence to find solutions, record amazing customer experiences

If we can believe all the magazine articles, columns, TV interviews, books and blogs we've seen over the last year, this recession is more than just a temporary slump. Many of the economic and cultural changes we have seen are permanent, and they require permanent changes in how we do business.

What do they recommend? Evolution. Revolution! Transformative change! Explore blue oceans with blue-sky thinking. Reinvent your business!

This is all very inspiring, but it's also intimidating. Where should an ordinary business person look to find an incredible, transformative idea? Where do you start?

Making progress is easier than you might think. Big ideas in business, as in politics and daily life, occur more often in a series of small steps rather than one huge transformation. It's an incremental process that requires a multitude of small observations, experiences and insights ... and a little imagination.

### Good ideas are all around

Start by taking your eyes off your own business and your direct competitors for a while. Let's suppose that because of the recession, your margins are thin and vol-

See **MARKETING**, 26A

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## Ranked by number of employees



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1	1	<b>SOS STAFFING SERVICES INC.</b> 3510 West 10th St. Greeley, CO 80634	14 14,000 162	N/A N/A	125 10	Fort Collins, Greeley, Fort Lupton, Fort Morgan, Cheyenne, Longmont, Denver	dept021@sosstaffing.com www.sosstaffing.com	Tammy Fisher District manager 1972
2	3	<b>EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC.</b> 4206 S. College Ave., No. 107 Fort Collins, CO 80525	10 2,500 350	\$6,250,000 \$9,010,000	4 2	Fort Collins, Greeley	Rick@EmploymentSolutions.com www.EmploymentSolutions.com	Rick Wagner Owner, President 1994
3	NR	<b>LABOR READY LOVELAND INC.</b> 1528 N. Lincoln Ave, Suite 2 Loveland, CO 80538	10 N/A 6,500	N/A \$1,400,000,000	642 30	Loveland, Fort Collins, Greeley, Longmont, Boulder, Denver, Colorado Springs	2255-br@laborready.com www.laborready.com	Kimberly Hill Branch manager 1989
4	2	<b>APPLEONE EMPLOYMENT SERVICES</b> 2914 67th Ave. Suite 100 Greeley, CO 80634	6 30,000 300	N/A N/A	380 5	Greeley, Boulder, Lakewood, Greenwood Village, Englewood, Colorado Springs	rlaidig@appleone.com www.appleone.com	Rob Laidig Branch manager 1964
5	NR	<b>ACTION STAFFING SOLUTIONS</b> 1518 N. Madison Ave., Unit E Loveland, CO 80538	5 450 230	\$1,500,000 N/A	1 1	Loveland	info@myactionstaffing.com www.myactionstaffing.com	Robin Aragon President 2008
6	NR	<b>SELECT STAFFING</b> 2300 W 16th St. Greeley, CO 80501	4 200 30	N/A N/A	400 7	Greeley, Longmont, Aurora, Denver, Pueblo, Canon City and Grand Junction	brgrl@selectstaffing.com www.selectstaffing.com	Kari M Osmulski Area manager 1948
7	8	<b>MANPOWER</b> 931 E. Harmony Road, Suite 5 Ft Collins, CO 80525	3 12,800 93	N/A \$4,800,000	800 12	Fort Collins, Denver, Lakewood, Louisville, DTC, Colorado Springs, Pueblo, Grand Junction	kathy.olson@na.manpower.com www.manpower.com	Kathy Olson Manager 1968
8	NR	<b>WINDLION INC. DBA EXPRESS EMPLOYMENT PROFESSIONALS</b> 2711 West 10th St. Greeley, CO 80634	2 1,687 106	\$1,670,000 \$1,960,000	500 16	N/A	kathy.egan@expresspros.com www.expresspros.com	Kathy L. Egan Owner 1976

Includes Larimer and Weld counties and Brighton. N/A-Not Available

Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

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# TIME OUT



**PREDICTING POTENTIAL** – 1. Sheryl Trent, community and economic development manager for the city of Evans, and Jerry Zellars of Cheyenne, Wyo., shared insights at the *NCBR* Economic Forecast luncheon on Jan. 14 at the Embassy Suites in Loveland. 2. Brett Knowles, owner of BK Hammer Construction, and Jennifer McGrath, with Properties Plus, mingle with other “newbies” at the Greeley Chamber of Commerce’s New Member Reception on Jan. 13 at the chamber office. 3. Nicole Reeves, left, senior vice president at FirstBank of Northern Colorado, and Kelly Meyer, marketing sales assistant with Sperry Van Ness, catch up at the Jan. 6 Commercial Real Estate Women luncheon at Ptarmigan Country Club. 4. Hugh MacEachran, left, co-owner of Orchards Athletic Club; welcomes Eric Weedin, agent at Weedin Insurance, to the Jan. 7 Loveland Chamber of Commerce Business After Hours event at Orchards Athletic Club.

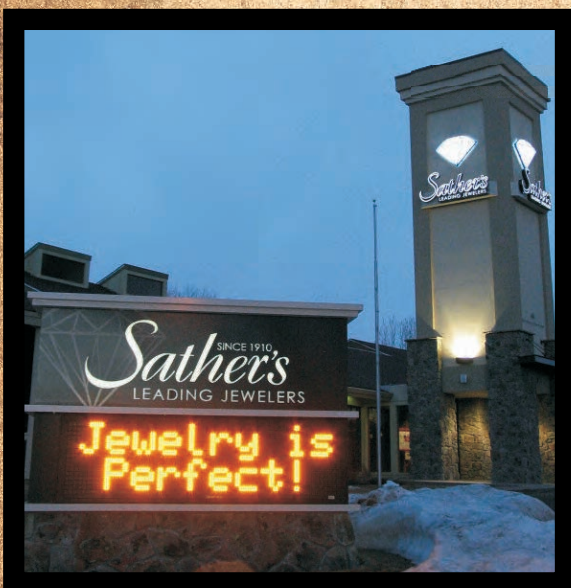
*Photos by Greeley and Loveland chambers of commerce, Business Report staff*

*E-mail your event photos to Editor Kate Hawthorne, khawthorne@ncbr.com. Include complete identification of individuals.*



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# BRIEFCASE

## KUDOS

The **CardioVascular Advertising Awards** recognized **Linden**, a marketing agency in Fort Collins, for outstanding work in the field of health-care marketing. Linden received top awards in the exclusive national competition for its work on behalf of **Heart Center of the Rockies**.

The **SnowSports Industries** awarded **Outpost Sunsport** in Fort Collins the U.S. Mountain Region Retailer of the Year award. This award recognizes those retailers in the industry that have successfully cultivated and furthered relationships with suppliers and representatives to further sales of snow sports products.

**McWhinney** landscape projects **Chapungu Sculpture Park** and the **Centerra Natural Area**

received 2009 Design Awards from the **American Society of Landscape Architects - Colorado chapter**. **Chapungu Sculpture Park**, which showcases stone sculpture from Zimbabwe, earned the Merit Award for Design and Land Stewardship Award. The **Centerra Natural Area**, which uses innovative stormwater guidelines to ensure a rich ecosystem of wetlands and wildlife, earned the Merit Award for Planning and Land Stewardship Award.

## NEW PRODUCTS AND SERVICES

Fort Collins-based remodeling firm **HighCraft Builders** now offers **HighCraft Home Services**, a mobile team of experienced tradesmen providing interior and exterior home repairs and maintenance, energy solutions and small-scale remodeling for homeowners across Northern Colorado. HighCraft Home

## Nonprofit notes

**U.S. Bank**, through the **U.S. Bancorp Foundation**, awarded Fort Collins-based **Funding Partners** \$6,000 to help offset operating expenses attributed to Funding Partners' Residential Purchase Assistance Programs throughout the state.

The cities of **Fort Collins** and **Loveland** and **Larimer County** participated in the **Food Bank for Larimer County's** 23rd Annual Food & Fund Drive Competition, which pits each organization against each other to see who can raise the most

food and funds. Together, these local government employees donated over 3,458 pounds of food and \$31,545 in donations through December - enough to provide 126,180 meals.

Since 2001, **The Homelessness Prevention Initiative** has provided \$1 million in rental assistance to help individuals and families facing eviction in Fort Collins. The grassroots nonprofit has provided rental assistance and resource referrals to more than 12,600 individuals, 8,000 of which are children who were facing risk of eviction. The average amount of financial assistance per household is under \$300.

Services offers guaranteed completion dates, written

estimates, and a warranty for their work to ensure homeowner safety and satisfaction. For more information, call 970-472-8100 or visit [www.HighCraft.net](http://www.HighCraft.net).

**Bearable Insurance Agency Inc.** in Fort Collins now offers **AARP**-branded auto insurance. The insurance agency was chosen after satisfying a number of eligibility requirements, which included demonstrating a commitment to community service, meeting a high-level of business and ethics standards, and completing a training program designed to highlight the needs of the 50+ population.

## NEW LOCATION

**Berry Blendz**, **Spooners Frozen Yogurt**, and **FastFrame** have plans to open their doors early this year at **Front Range Village** on east Harmony Road in Fort Collins. **Juice It Up!** will be evolving into **Berry Blendz**, formerly Fort Collins-headquartered **Inta Juice**.

## DEALS

Independent real estate brokerage **Grant Real Estate** has merged with **Prudential Rocky Mountain Realtors, Longmont**. The combined company will operate as **Prudential Rocky Mountain Realtors**, with 191 sales professionals, six offices and a presence extending along Colorado's Front Range from Fort Collins to Colorado Springs.

## ANNIVERSARIES

Fort Collins-based **10 til 2 - The Part-Time Placement Service of Northern Colorado** is celebrating its three-year anniversary.

**Architecture Plus** in Fort Collins has celebrated its 40th anniversary. The firm focuses on designing cost-effective, sustainable buildings.

## PROJECTS

**Poudre School District** received a rebate for \$104,921 from **Platte River Power Authority** for energy efficient lighting upgrades the district recently completed. Old fluorescent light fixtures at two middle schools and seven elementary schools were upgraded with all new high-efficiency energy-saving lighting systems. The new lighting is expected to save about 470,000 kWh a year, or enough electricity to power two elementary schools the size of **Bacon Elementary** annually.

## MISCELLANEOUS

**Grabbit Tool Co.** sold its one-millionth EZ Grabbit tarp tiedown device. Catering primarily to the construction, agriculture and recreation fields, Englewood-based Grabbit Tool Co. reached this goal over a four-year period. Also during 2009, Grabbit Tool Co. brought production of all its products back to the United States.

If you have an item to share about name changes, new products or business news of note, e-mail it to [Noah Guillaume](mailto:Noah.Guillaume@ncbr.com) at [nguillaume@ncbr.com](mailto:nguillaume@ncbr.com), or mail it to Briefcase at NCBR, 141 S. College Ave., Fort Collins, CO 80524.

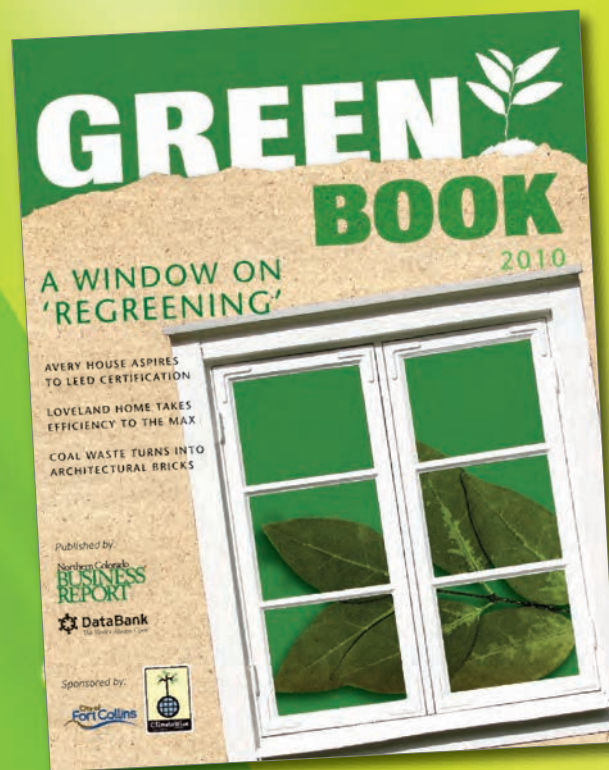
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# CALENDAR

- Jan. 30** – Saturday Passport Day, from 10 a.m. to 3 p.m., Larimer County Courthouse, 200 W. Oak St. in Fort Collins. Contact: Larimer Clerk and Recorder at 970-498-7860 or <http://travel.state.gov>.
- Jan. 31** – 31st Frost Giant 5K and 10K Winter Races, Town Hall, 170 MacGregor Ave. in Estes Park. Cost: Call for entry fees. Contact: Suzy Blackhurst at 970-577-9900 or [sblackhurst@estes.org](mailto:sblackhurst@estes.org).
- Feb. 2** – Front Range PC Users Group presents Social Networking Tools, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Contact: Mike Morris at 970-461-2002 or [twriterext@gmail.com](mailto:twriterext@gmail.com).
- Feb. 2** – Business Planning for Success, from 8:30 a.m. to noon, SBDC office, 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$40, \$50/day of. Contact: SBDC at 970-498-9295 or [www.sbdclarimer.com](http://www.sbdclarimer.com).
- Feb. 2** – KRFC's Birthday Bash, from 6:30 to 10:30 p.m., Lincoln Center – Canyon West Room, 417 W. Magnolia St. in Fort Collins. Contact: KRFC 88.9 FM at <http://www.krfcfm.org>.
- Feb. 3** – Society for Marketing Professionals Northern Colorado Luncheon, from 11:30 a.m. to 1 p.m., Budweiser Events Center, 5290 Arena Circle in Loveland. Cost: \$35/members, \$45/non-members. Contact: Timiry Krieger at 970-691-4780 or [tkrieger@ctithompson.com](mailto:tkrieger@ctithompson.com).
- Feb. 4** – Right Start II - Taxes & Recordkeeping, from 8:30 a.m. to noon, SBDC office, 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$40, \$50/day of. Contact: SBDC at 970-498-9295 or [www.sbdclarimer.com](http://www.sbdclarimer.com).
- Feb. 4** – Loveland Chamber of Commerce Business After Hours, from 5:30 to 7 p.m., McKee Medical Center, 2000 Boise Ave. in Loveland. Contact: Nicole Hegg at 970-667-6311 or [NHegg@Loveland.org](mailto:NHegg@Loveland.org).
- Feb. 5 - 26** – InDesign CS3, from 1:30 to 4:30 p.m., Front Range Community College - BP152, 4616 South Shields Street in Fort Collins. Cost: \$179 (includes materials). Registration Deadline: Feb. 1. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 5** – Microsoft Excel 2007 - Basic, from 8 a.m. to 5 p.m., Front Range Community College - BP152, 4616 S. Shields St. in Fort Collins. Cost: \$149 (includes textbook). Registration Deadline: Feb. 2. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 5** – Web Site Analytics, from 7 to 9 p.m., Front Range Community College - BP119, 4616 S. Shields St. in Fort Collins. Cost: \$39 (includes materials). Registration Deadline: Feb. 2. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 5** – Unemployment Insurance Counseling Session, from 9 a.m. to 5 p.m., Larimer County Workforce Center, 200 W. Oak St. in Fort Collins. Contact: Colorado Department of Labor at 970-498-6600.
- Feb. 6 - 13** – Microsoft Word 2007 - Basic, from 9 a.m. to 1 p.m., Front Range Community College - BP152, 4616 S. Shields St. in Fort Collins. Cost: \$149 (includes textbook). Registration Deadline: Feb. 3. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 9 - March 2** – Microsoft Word Online (Part 1), Front Range Community College, 4616 S. Shields St. in Fort Collins. Cost: \$75 (includes materials). Registration Deadline: Feb. 2. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 9** – Insurance Basics, from 8:30 a.m. to noon, SBDC office, 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$40, \$50/day of. Contact: SBDC at 970-498-9295 or [www.sbdclarimer.com](http://www.sbdclarimer.com).
- Feb. 9 - 30** – Certified Supply Chain Analyst from

- APICS Northern Colorado, from 5:30 to 8:30 p.m., Accounting Systems Inc. ASI, 324 Remington St. in Fort Collins. Cost: \$690. Registration Deadline: Feb. 2. Contact: Gary Wickett at 303-704-5008 or [vsm.ccsa@apicsnoco.org](mailto:vsm.ccsa@apicsnoco.org).
- Feb. 10** – Science Café: Sprinting For Health: A Quick Fix?, from 5:30 to 6 p.m., Dempsey's, 160 Oak St. in Fort Collins. Contact: Beet Street at 970-419-8240 or [info@beetstreet.org](mailto:info@beetstreet.org).
- Feb. 11** – CCU's Adult and Graduate Studies Info Session, from 6 to 8 p.m., Northern Colorado Center, 1750 Foxtail Drive in Loveland. Contact: Marlene Selover at 970-669-8700 or [mselover@ccu.edu](mailto:mselover@ccu.edu).
- Feb. 11** – CardioVascular Institute of North Colorado Presentation, starting at 6 p.m., University of Northern Colorado University Ballroom, in Greeley. Cost: \$10/person, \$15/couple. Contact: CardioVascular Institute of North Colorado at 970-350-6633.
- Feb. 11** – Relationship Selling, from 8:30 to 10 a.m., SBDC office, 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$25, \$35/day of. Contact: SBDC at 970-498-9295 or [www.sbdclarimer.com](http://www.sbdclarimer.com).
- Feb. 11** – Unique Selling Proposition, SBDC office, 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$25, \$35/day of. Contact: SBDC at 970-498-9295 or [www.sbdclarimer.com](http://www.sbdclarimer.com).
- Feb. 12** – Microsoft Access 2007-Intermediate, from 8 a.m. to 5 p.m., Front Range Community College - BP152, 4616 S. Shields St. in Fort Collins. Cost: \$149 (includes textbook). Registration Deadline: Feb. 9. Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 12** – Search Engine Optimization/Management, from 7 to 9 p.m., Front Range Community College - BP119, 4616 S. Shields St. in Fort Collins. Cost: \$39 (includes materials). Contact: Laurie Rue at 970-204-8686 or [laurie.rue@frontrange.edu](mailto:laurie.rue@frontrange.edu).
- Feb. 12** – Business Success using Social Media Marketing, from 7 to 9 a.m., Denver Athletic Club, 1325 Glenarm Place in Denver. Cost: \$25/members, \$30/guests, walk-ins pay \$5 extra.
- Feb. 16** – International Pricing, Payment & Financing, from 8:30 a.m. to 12:30 p.m., Denver World Trade Center, 1625 Broadway, Suite 680 in Denver. Cost: \$115. Contact: Justin Szymik at 303-592-5757 or [wtdcDenver@att.net](mailto:wtdcDenver@att.net).
- Feb. 18** – Building a Powerful and Positive Management Team: Managing Negativity, Lincoln Center - Columbine room, 417 W. Magnolia in Fort Collins. Cost: Free. Contact: Lori Zuccolin at 970-498-6606 or [www.larimerworkforce.org/roundtables](http://www.larimerworkforce.org/roundtables).
- Feb. 18** – Export Compliance - Obligations & Risk Mitigation, from 1 to 4:30 p.m., 1625 Broadway, Suite 680 in Denver. Contact: Justin Szymik at 303-592-5757 or [wtdcDenver@att.net](mailto:wtdcDenver@att.net).



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# ON THE JOB

## NONPROFIT

**Greg D. Fisher**, architect, has been awarded the 2009 Volunteer of the Year Award for the Northern Colorado Branch of the U.S. Green Building Council Colorado Chapter. The award recognizes outstanding leadership and exceptional contribution to the chapter.



**FISHER**

Project Self-Sufficiency's board of directors has added **Gary Premer**, owner of Colorado Financial Management in Loveland, and **Laurie Hansen**, human resources manager for Intel Corp. in Fort Collins.

## FINANCE

**Michael Mazanec** has joined Citadel Advisory Group in Fort Collins as vice president. Mazanec brings 20 years of experience with a blend of skills in business, technology and new venture management. Prior to investment banking, he served in executive management, product development, and entrepreneurial roles.

## ACCOUNTING

Ehrhardt Keefe Steiner & Hottman published the 2010 edition of its *Sales and Use Tax Answer Book*. This is the book's 13th edition with state and local tax expert **Bruce M. Nelson** of EKS&H as lead author, along with co-authors **James T. Collins** and **John C. Healy**. The book addresses the critical sales-and-use tax issues confronting tax practition-

ers and their clients and includes discussion of current developments, guidance on compliance procedures, analysis of recent court cases, and ideas for tax planning.

## HEALTH CARE

**Thomas M. Anderson** has joined the Orthopaedic & Spine Center of the Rockies as a specialist in primary care sports medicine. Anderson will take care of patients with athletic and recreational injuries and sports health and performance concerns. Appointments with Anderson can be made at the Orthopaedic & Spine Center's office in Loveland.



**ANDERSON**

Advanced Medical Imaging Consultants' **Jean R. Paquelet**, M.D., has been published in the January 2010 edition of the American Journal of Roentgenology. Paquelet's publication addresses lesion measurement inaccuracies in digital mammography. The AJR is a peer-reviewed journal dedicated to the goal of the advancement of medicine through the science of radiology and its allied sciences.

## REAL ESTATE

**Cathy Harris** and **Beth Glassmeyer**, broker associates with Re/Max Action Brokers in Loveland, earned the Certified Distressed Property Expert designation. **Abby Renner** has been awarded the Certified Negotiation Expert designation, achieved by real estate professionals who have successfully completed formal training in the art of negotiation.



**HARRIS**



**GLASSMEYER**

**Charlotte Ryan**, **Cherie Gibout** and **Shannan Zitney** all have earned the nationally recognized Short Sales and Foreclosure Resource certification.



**RENNER**

**Terry McNeal**, a broker associate/partner with The Group Inc. Real Estate, has achieved the Master of Real Estate designation. The Fort Collins Board of Realtors named **Mary Ann Michels** 2009 Rookie of the Year. **Mark Goldrich** will assume the role of managing broker of the Harmony office.



**BECK**

**Kathy Beck**, broker associate/partner with The Group Inc. Real Estate, has completed the requirements to earn Quality Service Certified professional recognition. Holding the certification requires a sales agent to follow a well-defined and prescribed process of service, to present that process in writing to every customer and client, and to guarantee its delivery.

## MARKETING/MEDIA

**Amy Artzer** has joined Fort Collins-based marketing firm Linden as an account manager. A 1995 graduate of Colorado State University, Artzer spent six years in Boulder managing all advertising for Ski Magazine, Skiing Magazine and Warren Miller Entertainment, and was most recently with Professional Document Management in Fort Collins.


**Neil Hughes** has joined DaVinci Sign Systems in Windsor as a new sales consultant for the Denver market. Hughes brings over 25 years' sales consulting, marketing, project management and design experience to DaVinci.



**HAMLIN**

Vision Graphics Inc. appointed **Kurt Hamlin** to the position of vice president of operations. Hamlin will be responsible with managing the operations at the Loveland and Denver facilities.


If you have an item to share about a promotion, job change or career news of note, e-mail it to Noah Guillaume at [nguillaume@ncbr.com](mailto:nguillaume@ncbr.com), or mail it to On The Job at NCBR, 141 S. College Ave., Fort Collins, CO 80524.




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# Largest Private-Sector Employers

Private sector, ranked by no. of employees\*



RANK	PREV RANK	COMPANY ADDRESS	LOCAL EMPLOYEES 2010 LOCAL EMPLOYEES 2009	REVENUES 2009 REVENUES 2008	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	<b>POUDRE VALLEY HEALTH SYSTEM</b> 2315 E. Harmony Road, Suite 200 Fort Collins, CO 80528	4,435 4,269	\$568,785,000* \$512,797,000	Health care, including Poudre Valley Hospital, Mountain Crest Behavioral Health Center and Medical Center of the Rockies, plus numerous clinics and outpatient facilities.	pvhs@pvhs.org www.pvhs.org	Rulon F. Stacey President/CEO 1925
2	2	<b>BANNER HEALTH WESTERN REGION - NORTHERN COLORADO</b> 1801 16th St. Greeley, CO 80631	4,200 4,100	N/A N/A	Health-care services including McKee Medical Center, North Colorado Medical Center, home-health care and physicians' clinics.	N/A www.bannerhealth.com	Jim Ferando President 1995
3	3	<b>HENSEL PHELPS CONSTRUCTION CO.</b> 420 Sixth Ave. Greeley, CO 80632	2,257 2,907	\$3,235,537,583 \$3,337,000,000	General contracting and construction.	mreiz@henselphelps.com www.henselphelps.com	Jeffrey Wenaas President 1937
4	5	<b>COLUMBINE HEALTH SYSTEMS</b> 947 Worthington Circle Fort Collins, CO 80526	1,355 1,250	N/A N/A	Nursing home, assisted-living, independent living, therapy, medical equipment, restaurant, catering, convention center health club, medical and non-medical home health-care and pharmacy services at 22 sites.	yvonnemeyers@columbinehealth.com www.columbinehealth.com	Yvonne Diana Myers Health systems director 1971
5	4	<b>STATE FARM INSURANCE CO.</b> 1555 Promontory Circle Greeley, CO 80638	1,350 N/A	N/A N/A	Auto, home, life, health, business insurance and banking. Agents available throughout Larimer and Weld counties.	N/A www.statefarm.com	Dave Gonzales Sr. Senior vice president 1922
6	NR	<b>CENTER PARTNERS</b> 4401 Innovation Drive Fort Collins, CO 80525	1,275 N/A	N/A N/A	Customer lifecycle management outsourcing.	info@centerpartners.com www.centerpartners.com	David Geiger CEO 1997
7	6	<b>WAL-MART DISTRIBUTION CENTER</b> 7500 E. Crossroads Blvd. Loveland, CO 80538	1,100 1,175	\$2,775,493,997 \$2,725,730,844	Retail-distribution center.	N/A www.walmart.com	Dan Speed General manager 1962
8	NR	<b>MCKEE MEDICAL CENTER</b> 2000 N. Boise Ave. Loveland, CO 80538	1,005 965	N/A \$135,402,899	Cancer care, orthopedics, trauma care, heart care, women's services, emergency care, intensive care, surgical services, birthing center, medical imaging, laboratory services, community wellness, home care services.	sara.quale@bannerhealth.com www.BannerHealth.com/mckee	Marilyn Schock CEO 1976
9	8	<b>WOODWARD GOVERNOR CO.</b> 1000 E. Drake Road Fort Collins, CO 80525	925 925	\$1,430,125,000 \$1,258,204,000	Design and manufacturer of industrial controls for energy controls and optimization solutions.	N/A www.woodward.com	Tom Gendron 1870
10	15	<b>PLATTE VALLEY MEDICAL CENTER</b> 1600 Prairie Center Parkway Brighton, CO 80601-4006	720 612	\$85,479,906 \$81,109,536	98-bed acute care, Level IV trauma center, national award winner for exceeding patient expectations.	N/A www.pvmc.org	John R. Hicks President/CEO 1960
11	NR	<b>AVAGO TECHNOLOGIES</b> 4380 Ziegler Road Fort Collins, CO 80525	650 N/A	\$1,480,000,000 \$1,700,000,000	Supplies analog interface components for communications, industrial and consumer applications.	support@avagotech.com www.avagotech.com	Hock Tan CEO 2005
12	14	<b>CARESTREAM HEALTH INC.</b> 2000 Howard Smith Ave. West Windsor, CO 80550	600 650	N/A N/A	Medical films.	N/A www.carestreamhealth.com	Mike Haas Site manager 2007
13	13	<b>VESTAS BLADES AMERICA INC.</b> 11140 Eastman Park Drive Windsor, CO 80550	500 650	N/A N/A	Manufactures wind turbines. The Windsor factory makes the blades for the turbines.	vestas@vestas.com www.vestas.com	Ditlev Engel Hans Jespersen Corporate level Local level 1979
14	18	<b>INTEL CORP.</b> 4701 Technology Parkway Fort Collins, CO 80528	412 420	N/A N/A	Semiconductor chip design.	N/A www.intel.com	Jerry Edsall 1968

N/A-Not Available Region surveyed is Brighton, Larimer and Weld Counties. Hach Co., likely should have made this list but did not respond to multiple survey requests before deadline. Hewlett-Packard does not breakdown employee numbers by region, disqualifying them from participation.  
(\* ) Net revenue estimate

Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

# Largest Public-Sector Employers

Ranked by number of full-time employees in region

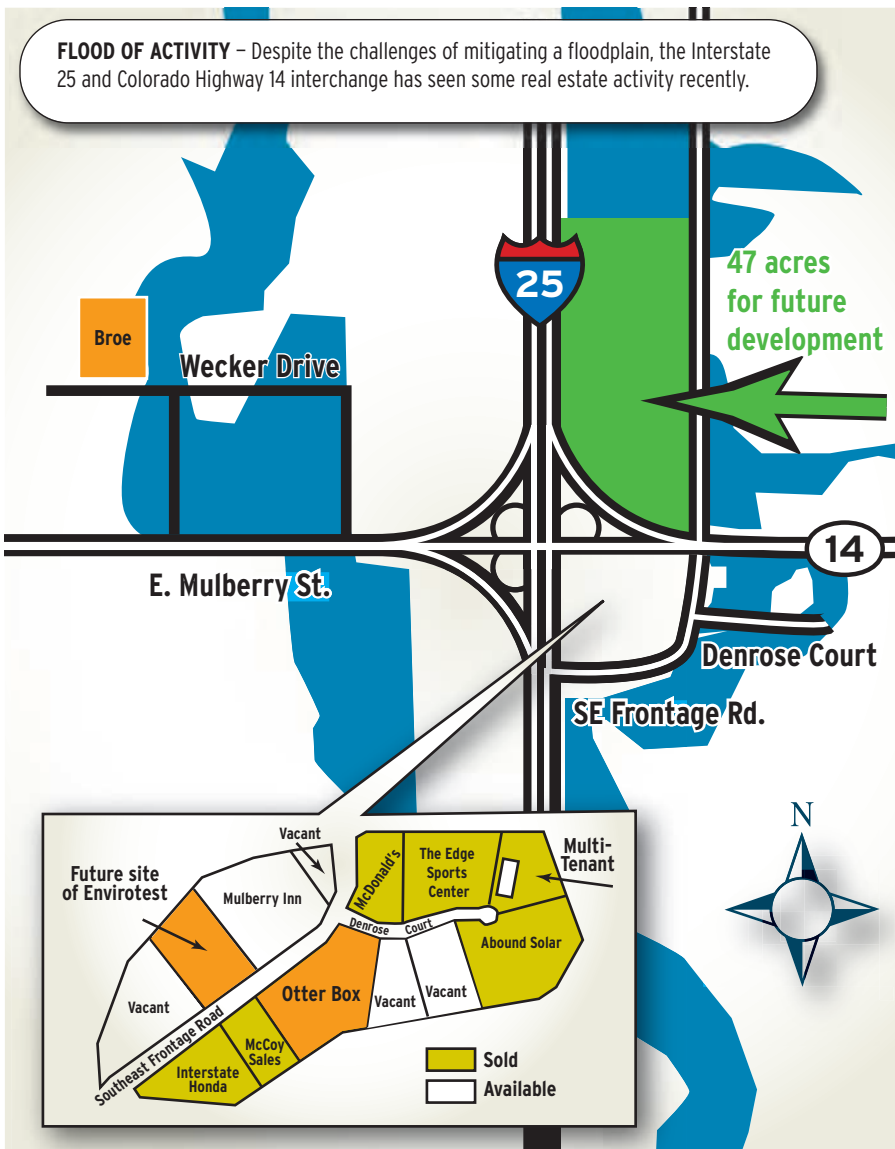


RANK	PREV RANK	COMPANY ADDRESS	TOTAL EMPLOYEES 2010 EMPLOYEES-PT 2010 TOTAL EMPLOYEES 2009 EMPLOYEES-PT 2009	OPERATING BUDGET 2008 OPERATING BUDGET 2007	AVERAGE NO. JOB OPENINGS PER MONTH	HEALTH-INSURANCE CARRIER (S)	HIRING FREEZE IN EFFECT	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	<b>COLORADO STATE UNIVERSITY</b> Administration Bldg. Fort Collins, CO 80523	6,140 N/A 6,249 N/A	\$821,493,245 \$819,300,000	zero	Cigna and Anthem	Yes	presofc@lamar.colostate.edu www.colostate.edu	Anthony (Tony) A. Frank President 1870
2	2	<b>POUDRE SCHOOL DISTRICT-R1</b> 2407 Laporte Ave. Fort Collins, CO 80521	3,546 N/A 3,546 N/A	N/A \$170,361,342	N/A	N/A	N/A	info@psdschools.org www.pdschools.org	Jerry Wilson Superintendent 1960
3	3	<b>WELD COUNTY SCHOOL DISTRICT 6 (GREELEY-EVANS)</b> 1025 Ninth Ave. Greeley, CO 80631	2,281 N/A 2,281 462	\$126,900,000 \$126,200,000	N/A	Anthem	No	N/A www.greeleyschools.org	Dr. Ranelle Lang Superintendent 1870
4	4	<b>THOMPSON SCHOOL DISTRICT-R2J</b> 800 S. Taft Ave. Loveland, CO 80537	2,113 N/A 2,113 N/A	\$118,660,178 \$118,660,178	N/A	Colorado Employee Benefits Trust	N/A	adamsm@thompson.k12.co.us www.thompson.k12.co.us	Dr. Ron Cabera Superintendent 1868
5	5	<b>LARIMER COUNTY</b> 200 W. Oak St. Fort Collins, CO 80521	1,654 N/A 1,640 121	\$289,490,146 \$265,369,028	16	Self Insured	No	bocc@larimer.org www.larimer.org	Frank Thomas Lancaster County manager 1861
6	6	<b>UNIVERSITY OF NORTHERN COLORADO</b> 501 20th St. Greeley, CO 80639	1,600 568 1,600 568	\$177,000,000 \$164,800,000	10	Anthem/Great West	No	admissions.help@unco.edu www.unco.edu	P. Kay Norton President 1889
7	7	<b>CITY OF FORT COLLINS</b> 300 Laporte Ave. Fort Collins, CO 80522	1,148 N/A 1,166 1,063	\$571,700,000 \$521,720,000	N/A	Great West Health Care	Yes	cityinfo@fcgov.com www.fcgov.com/business	Doug Hutchinson Mayor 1873
8	9	<b>CITY OF LOVELAND</b> 500 E. Third St., Suite 330 Loveland, CO 80537	1,073 60 1,071 57	\$126,807,496 \$118,494,390	8	CIGNA	No	lvld@ci.loveland.co.us www.cityofloveland.org	Cecil Gutierrez Mayor 1877
9	10	<b>CITY OF GREELEY</b> 1000 10th St. Greeley, CO 80631	1,029 200 1,063 200	\$200,062,982 \$187,850,800	N/A	Great West	N/A	roy.otto@greeleygov.com www.greeleygov.com	Tom Norton Mayor 1886
10	11	<b>FRONT RANGE COMMUNITY COLLEGE - LARIMER CAMPUS</b> 4616 S. Shields St. Fort Collins, CO 80526	749 539 742 522	\$16,004,143 \$13,956,514	N/A	Anthem BC/BS; Great West; Delta Dental; Mutual of Omaha	No	N/A www.frontrange.edu	Andrew Dorsey President 1968
11	12	<b>AIMS COMMUNITY COLLEGE</b> 5401 W. 20th St. Greeley, CO 80632	292 N/A 278 N/A	\$43,300,000 \$4,100,000	N/A	N/A	N/A	info@aims.edu www.aims.edu	Marilynn (Marsi) Liddell President 1967

N/A - Not Available

Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

# REAL ESTATE & DEVELOPMENT



SOURCE: BUSINESS REPORT RESEARCH

## Fort Collins interchange sees real estate activity

### Property sales near I-25, Hwy. 14 largest of 2009

By Kristen Tatti  
ktatti@ncbr.com

The interchange at Interstate 25 and Colorado Highway 14 has proven to be a relative hotbed of real estate activity in recent months, with some of the largest building sales in the region during the past year.

Two new traffic lights on Highway 14 just east of I-25 are harbingers of increasing activity at Interchange Business Park. Otter Products LLC, the makers of the OtterBox mobile device cases, closed Dec. 30 on the former Thunder Mountain Custom Cycles facility for \$3.2 million. The company started looking at the 34,000-square-foot facility more than a year ago, with original plans to consolidate the entire company to the site.

“When we looked at buildings, this was by far the best-built building,” said Otter President and CEO Curt Richardson. He added that the ability to triple the size of the facility onto the additional two acres was also a big plus.

The purchase was delayed after the bank Otter was working with was acquired. Richardson noted the delay was a blessing in disguise. The new facility is already packed, serving as only a warehouse/shipping-receiving center. The site would have been much too small for the 130-employee company. Richardson knew going into the latter part of the year that Otter would need another site. The company closed on a building on Meldrum Street and will break ground on a major renovation in April. Richardson said he knew the I-25 site wouldn’t be able to house the rapidly growing company in its entirety.

“We didn’t think we’d fill it up in three months,” Richardson said of the new facility.

Otter has the opportunity to expand at its new warehouse facility. Richardson said the company will wait to get its systems relating to inventory in place before deciding when to move forward with an expansion. Some inventory will eventually be kept in Europe and Asia, where Otter is focused on increasing its market share.

Otter might soon have a new neighbor. Envirotest Systems Corp. is nearing the purchase of a lot in Interchange Business Park. The company operates 14 Air Care Colorado emissions testing centers from Longmont to Castle Rock under contract to the state. Envirotest officials were unable to comment on detailed plans, as negotiations were not yet finalized.



Kristen Tatti, Northern Colorado Business Report

**OTTERLY PACKED** – Otter Products CEO Curt Richardson surveys the company’s new warehouse space in the Interchange Business Park. The company purchased the facility at the end of the year and it’s already full.

#### Among top 10 deals

The Otter purchase ranks among the top 10 commercial deals in Larimer County for 2009, according to the county’s property purchase records. The No. 1 deal of the year occurred on a facility adjacent to the Interchange Business Park.

In August, Broe Real Estate Group purchased an industrial building at 3620 Weicker Drive for \$8.9 million. The property is just west of I-25 and north of Highway 14.

“The No. 1 thing that was attractive is that the building is on our railroads,” said Rich Montgomery, vice president of industrial development for Broe. “The building is set up to have rail service.”

Montgomery explained that the facility was not on the market, but Broe approached the owner about selling. In addition to being located on the railroad, the facility is being leased by several companies that tie in with Broe’s other operations. Montgomery said the company had already been developing a relationship with New Belgium Brewery Co., which uses part of the building as a warehouse and refrigerated storage. Broe and New Belgium have been dis-

See INTERCHANGE, 19A

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## INTERCHANGE, from 18A

Discussing how the brewery could integrate rail shipping to further enhance its commitment to sustainability.

"We're working to grow them into a rail user," Montgomery said.

Other tenants include Saint-Gobain, which stores beer bottles for the Fort Collins Anheuser-Busch facility, and Hydra Trucking Inc., which transports bottles for Anheuser. The brewery is also a big customer of bottle maker Owens-Illinois, which is located in Broe's Great Western Industrial Park development in Windsor.

Montgomery said the facility represents an opportunity to find synergies that tie in with the rail line. He added that while there is no expansion possibility for the property, there are many sur-

rounding parcels that could become future targets. For now, however, much of the property in the surrounding area is not developable due to a federally defined floodplain. In 2006, the Federal Emergency Management Agency greatly extended the boundaries of the Boxelder Creek Watershed's floodplain area, which now encompasses 5,000 acres south of Larimer County Road 70.

### Floodplain mitigation

In May 2008, Larimer County received a \$3 million grant from FEMA to mitigate the floodplain. The Boxelder Stormwater Authority was formed to implement three water projects aimed at taking much of the property out of the floodplain. The first project will cost about \$4 million and be funded with the grant, local matching funds and fees charged to the property owners in the

floodplain. The total cost for all three projects is estimated at \$10.5 million and will likely require the sale of bonds to complete.

"The purpose (of the projects) will be to reduce the flow at the intersection of I-25 and Highway 14, particularly on the west side," said Rex Burns, director of the Boxelder Stormwater Authority.

He pointed out that the projects are aimed at mitigating potential damage to existing facilities, which are required to carry costly flood insurance due to their inclusion in the floodplain area.

There is no set timeline for the projects yet. Burns said there will probably be a mid-year reassessment of costs and that the engineering phase is underway.

Jim Mokler and Dennis Sinnett, who own the Interchange Business Park, also purchased 47 acres on the northeast quadrant of the interchange. The prop-

erty is in the floodplain, but Mokler and Sinnett aren't unaccustomed to a long development timeline. The duo originally assembled the properties for the Interchange Business Park in 1999 and still have a couple of vacant lots available. The development has seen some marked success recently, not only with the Otter Products and Envirotech facilities. It is also home to Abound Solar's research operations.

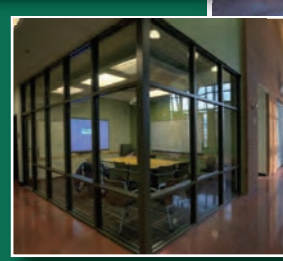
Mokler is hopeful that the timeline for finalizing the Boxelder projects will correspond with the recovery of the commercial real estate market. He envisions the development as a perfect location for membership retailer Costco, which was rumored to have been staking out a Northern Colorado location before the downturn. However, Mokler said the market will dictate what happens with the property.



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## Aims Automotive and Technology Center

This project is a 46,000 SF automotive learning facility for Aims Community College and is the first building to be located on the Windsor Campus. It includes classrooms, faculty and administrative offices, a science lab, full service collision and automotive shops complete with multiple car lifts, state of the art paint booths, and welding & diesel bays. This building is constructed of precast concrete wall panels, sloped glass storefront system, metal wall panels, polished concrete floors, and sealed concrete floors in the shop areas. This building is attempting LEED Certification, and is under review by the USGBC. As part of the LEED principles incorporated, over 80% of the construction waste was diverted from the landfill and was recycled.



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— Amy Keggs  
Public Information Representative  
Aims Community College

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## STEELE'S, from 1A

cy trustee Jeffrey Weinman presented a final report of approved claimants to U.S. Bankruptcy Court Judge Sidney Brooks. Checks with final payments to claimants have since been sent to those on the final list.

Many of the creditors receiving checks are former store employees, suppliers and others caught up in the bankruptcy action. Burke Cleaners, which had cleaning outlets in some of the Steele's stores, filed a claim for \$14,016.03 and received a final check for \$759.12.

"I guess I'm kind of disappointed that it took almost 10 years, and we only got about 5 percent of what we originally wanted, but it is something," said Tim Burke, owner. "But we had definitely moved on and kind of expected nothing."

Burke said the bankruptcy did teach him a lesson. "We didn't collect our money monthly as we should have," he said. "We do now."

Larry Stroud, a real estate agent who was owed \$61,600 in commissions on the sale of Steele's downtown store, ultimately received just \$3,335. Stroud said he had given up on getting anything from the bankruptcy.

"I really didn't have an expectation because I hadn't been through this before," Stroud said. "I wasn't really expecting anything, so I guess it's good news. But my expectation was there wouldn't be anything."

### Final report

In his final report, trustee Weinman said claims of unsecured creditors total-

### Long time coming

The final demise of Steele's Market has unfolded in slow motion.

- 2001**
  - Feb. 2001** Steele's Markets files for Chapter 11 bankruptcy.
  - May 2001** Steele's sells downtown Fort Collins store to Mountain Avenue LLC.
  - Sept. 2001** Steele's closes its Fort Morgan and Windsor stores as part of reorganization. Mountain Avenue LLC reveals plan to build condos on former Steele's downtown site; Steele's closes all of its stores and enters Chapter 7 bankruptcy.
- 2002**
  - Oct. 2002** Steele's owners, Russ and Carol Ann Kates, launch a new Steele's Fresh Market store in part of the building on 1001 E. Harmony Road.
- 2003**
  - June 2003** Some Steele's creditors who were paid under Chapter 11 are ordered to give back a portion of the payment in Chapter 7.
- 2005**
  - June 2005** Columbine Health Systems buys former Steele's property on west Drake Road, and renames it Market Centre, opening the Drake Centre meeting space in 2008.
- 2009**
  - Dec. 2009** Bankruptcy trustee Jeffrey Weinman mails out list of claimants in the case and payment amounts.

SOURCE: NORTHERN COLORADO BUSINESS REPORT ARCHIVES AND COURT DOCUMENTS

ing more than \$6.4 million "have been allowed and will be paid pro rata only after allowed administrative and priority claims have been paid in full."

At the time of Steele's initial Chapter 11 bankruptcy filing in February 2001, the company reported \$16.9 million in assets and \$11.3 million in liabilities. But by the fall of 2001 - when the court ordered it to liquidate under Chapter 7 - Steele's had run up a total debt of \$21.5 million.

Weinman did not respond to several

telephone calls or e-mails from the *Business Report* seeking direct comment on the bankruptcy. Most unsecured creditors received 6 percent or less of their claims, according to court documents.

Growing area competition from national supermarket chains and natural food stores contributed to Steele's downfall. Steele's operation was known for its many charitable contributions to the Northern Colorado community and for its emphasis on hiring special needs workers.

About one year after Steele's was ordered to liquidate, former owners Russ and Carol Ann Kates along with Dave and Mary McAndrews, founders of Greeley-based McAndrews Cattle Co., announced a plan to open Steele's Fresh Market store in November 2002.

Plans for the new store, to be located in a portion of the former Steele's grocery at 1001 E. Harmony Rd., included a focus on meats, dairy products and bakery goods. However, that venture closed in March 2003 after just four months.

Two of the three former Steele's locations in Fort Collins have had new leases on life since the bankruptcy. The former Steele's building at 1001 E. Harmony Rd. is now filled with several businesses, including an Ace Hardware, Half Moon Bay Coffee Company, Fiona's Deli, Reader's Cove and the UPS Store. The building was conveyed to Harmony Market LLC, an investment group represented by Fort Collins attorney Brad March. A search of records with the Colorado Secretary of State's office identified the Don and May Wilkins Charitable Trust as the initial manager of Harmony Market LLC in its 1999 articles of organization.

In 2005, Columbine Health Systems purchased the former Steele's grocery at 802 W. Drake Road from its owner, Minneapolis-based grocery wholesaler Nash Finch, for \$4.2 million. The deal also included 6.5 acres of surrounding property.

Columbine, which has health care facilities adjacent to the property, has redeveloped the Drake Centre building into a café, community meeting place, supply distribution center and as a site for several of its offices. Yvonne Myers, a Columbine spokeswoman, said it made

sense for the company to purchase the site.

"It sat open for four years and nothing happened," she said. "Now that we have it, we don't know what we did before."

Steele's former downtown store location, 309 W. Mountain Ave., sold in May 2001 for \$2.34 million and has been eyed for redevelopment for the last nine years but remains closed, often covered with graffiti. The original purchaser, Mountain Avenue LLC, announced in September 2001 a plan to clear the site and build a \$55 million condominium project.

But the plan involved constructing two high-rise buildings and drew criticism from neighbors, including St. Joseph Catholic Church, because of fears of the proposed structure leaving surrounding buildings in perpetual shade.

In late 2004, St. Joseph's Catholic Church was reportedly studying the possibility of buying the site for parking and possible other uses. But that idea went nowhere, and the site is currently owned by Bohemian Mountain LLC, a subsidiary of Bohemian Cos.

Joe Zimlich, CEO of Bohemian Cos., said the Fort Collins-based entity - owned by businesswoman Pat Stryker - plans to "de-construct" the 17,000-square-foot building and redevelop the two-acre site. He said it was "too early to say" what might be built on the site.

Zimlich said plans call for the building to be removed this spring but he did not expect construction on any new project to begin this year. "We're going to take it down but we don't have any plans finalized for what we'll do with the site," he said.

City Manager Darin Atteberry said he was happy to hear of plans to redevelop the site after nearly nine years of sitting empty. "I can tell you that it's great news that the Bohemians are looking at a deconstruction effort," he said. "I think that's great for the community."

Atteberry said he's had "lots of questions" about the site, which would appear to have tremendous development potential.

"It's just an optimal site," he said. "It's a key site in the downtown along the Mason corridor. I think it's really exciting."

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## REAL ESTATE &amp; DEVELOPMENT

## FCBR searches for value of green realty data

## Sustainability effort aims to incorporate metrics into MLS

By Jessica Centers  
news@ncbr.com

FORT COLLINS — James W. Mitchell was about as green as they come. He'd only had his real estate license for a month when he walked into the Fort Collins Board of Realtors office and told his colleagues they should have a sustainability position. The recent Colorado State University graduate wanted to translate the green values he'd learned at the school's Everitt Real Estate Center into practice.

"It's the direction real estate is moving, but I realized I had to figure out how to sell real estate first," said Mitchell, a broker at The Group Inc.'s Mulberry office. "I started getting the word into ears around town, and it had a good energy around it."

This month — thanks to Mitchell's incitement — the board launched a sustainability committee charged with raising awareness by educating members and, in turn, their customers. The committee is also leading an effort to create tangible value for qualities like energy efficiency and air quality by bringing green measurements into the MLS system.

"We started reaching out around the

country to see if there are other committees like this in other boards," explained FCBR Executive Vice President Clint Skutchan. "We realized this was unique and it wasn't being done anywhere. It got us really excited to set a trend and become a national leader."

Chaired by Mitchell, the committee's first order of business — after a mission statement — will be honoring a Green Realtor of the Year and Green Office of the Year, and holding a recycling challenge in May. In the long-term, the committee hopes to work with the Everitt Center and the regional MLS to determine a baseline for voluntarily incorporating energy efficiency as a measurement in the MLS data. They'd also like to study energy efficiency data against home sale data in order to determine and educate real estate agents as to the value of energy efficient homes.

"We want to go beyond talk to where we're demonstrating value and educating people on making good energy decisions," Skutchan said.

## Responsible remodels

Everyone on the board has a Green or EcoBroker designation, and they have clients for whom efficiency is a decision maker.

"We want to educate realtors as to the benefits of responsible remodels," Mitchell said. "If you're going to sell your home, if you change your countertops to granite or

if you replace all of your windows, which will give you a better return and why? People tend to ask: what does sustainability mean, what does green mean, how green is green? So, one of our first tasks is creating quantifiable metrics for what this means."

Lara Williams, founder of Green Team Real Estate in Fort Collins, says that won't be an easy task. "It's going to be hard to gather data because there still are not a lot of homes locally that have truly made the transition," she said. "With existing homes, it's a lot harder to gather the information. I'm curious to see how that information is going to be captured. It is going to be challenging, for sure."

And worthwhile, she says. Williams wasn't even a member of FCBR when she heard from Mitchell, her former intern, about the sustainability committee. She's since paid her dues and volunteered to serve on the committee.

Being a "green" real estate professional, she said, is about not only having training and education in sustainability, but being able to help clients understand its value.

"A lot of people come to me with a vague idea of wanting to have a green house," Williams said. "My job is to figure out what that means for each person."

Going forward, she thinks the market is going to appreciate upgrades more. She's read national stats claiming every \$1 a homeowner puts into a sustainability improvement results in \$20 of value.

"I have yet to see that in this market, but I think as long as it's properly marketed, I think they will realize that value down the road."

## Wave of the future

Another issue is lining up what a buyer appreciates with how appraisers assign value. Williams said appraisers have been behind the sustainability curve but she's starting to see that change. When she became focused on green real estate in 2006, it was still very rare for brokers to care about sustainability. Now, as more clients demand that expertise, brokers are realizing they have to get with the trend, too.

"[Mitchell] is part of a new wave of younger real estate agents who aren't stuck in old practices, old ways of thinking," Williams said. "It's really great what he's doing and I'm excited to take part."

Mitchell said his goal is to have some quantifiable data this year — and to make Fort Collins a national leader in sustainable real estate. He's confident that the data will support what he's been seeing anecdotally.

"One of the major myths is that it costs exponentially more to build an efficient home," he said. "Dispelling that myth is something we can do."


While agents look for a way to measure sustainability, the city of Fort Collins is in the process of developing green building standards for new homes that would be in place by early 2011.




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## CSURF, from 3A

working on commercial development in Northern Colorado – first at Neenan Cos. before joining Everitt Cos. about 25 years ago. He is now wading through a world that ties together academia, the public sector and the private sector.

### CSURF gets real (estate)

The real estate office was formed several years ago and is charged with the overall administration of the real estate assets of CSURF, the CSU Board of Governors and the CSU System. The department was involved not with the day-to-day management of properties, but instead focused on the overall stewardship and supply input on acquisition, use and sale of real estate.

The office was headed by Victor Holtorf until April 2009, when he officially “sepa-

rated” from the organization, leaving with a severance package. At the time, CSURF indicated the real estate office was being reorganized. Holtorf’s departure came about six months after the abrupt resignation of CSU President Larry Penley. Kathleen Henry, president and CEO of CSURF, said the prospect of a new era of administration at the university led to some changes for CSURF’s real estate office.

“We decided it was a good opportunity to look at the organizational structure as well as the philosophical structure,” she said. “It’s a very different political and economic environment now than it was several years ago when we formed the real estate office.”

### Community stewards

Henry said the board of CSURF, of which MacMillan was a member for about three years, decided that the stewardship function of the real estate office

should focus on a long-term, thoughtful, collaborative approach with more input from the various players impacted by the university’s holdings.

“We decided we wanted to look for a real estate executive that could help us move to that change in philosophy and maximize the value of the assets,” she said.

After several months of searching to fill the position, Henry said the board honed its vision for the leadership role. They wanted a seasoned real estate professional with a record of success who knew commercial real estate “from the top down and the bottom up.” Henry added that the ability to build partnerships and form collaborative relationships also rose to the top of the attributes list. The more descriptive the list of requirements got, the more the board began to look at MacMillan, she said.

CSURF offered MacMillan the position in late December, when he resigned

from his role on the board of directors.

“I dearly love CSU and think it’s the lifeblood of our community,” MacMillan said of his decision.

Both MacMillan and CSURF acknowledge there would be a time of transition while he continued work on a variety of projects in various phases of development. MacMillan was very insistent that none of his projects would get less attention.

“I’ll transition and do more and more things for CSU and CSURF in the time ahead,” MacMillan said.

### Slow transition

For Everitt-MacMillan, as a whole, things will transition slowly as well.

“It looks to me that for the foreseeable future things will be status-quo,” said David Everitt, president and CEO of Everitt Cos. “As time permits and projects dictate, we hope to have him continue to be involved.”

Everitt-MacMillan will continue to exist as an entity. MacMillan will continue to work on projects he is involved with that are in the preliminary stages or well under way. Everitt sees MacMillan’s new role as a good fit for his business partner and the community.

“Stuart’s the perfect choice for that role,” Everitt said. “We’re happy to be able to see him apply his skills there.”

MacMillan is coming to the CSURF job with several big projects on his plate. The wind farm project on Maxwell Ranch saw its partnership dissolve at the end of 2009 when the developer, Wind Holding LLC, failed to secure financing to move forward as required by the contract. Additionally, CSURF will be devising a plan for a 143-acre parcel at the southwest corner of Prospect Road and Interstate 25, which the university picked up in a land swap deal with the city of Fort Collins in 2007.

“I think that has to be a priority,” MacMillan said.

MacMillan would like to see the Prospect property become something different and creative to set it apart. Ideas for a research and business park for CSU-related start-ups have been floated since the transaction occurred.

“One of the things we will concentrate on is economic development for the whole area,” Henry said. “What’s good for Northern Colorado is good for Colorado State University and vice versa.”

### Fiscal focus

Revenue generation will also become a key factor in weighing the risks and rewards of real estate for CSURF.

“I’ve seen the university grow and get better and better,” MacMillan said. “I think there are real challenges ahead for revenue and we have to leave no stone unturned.”

Henry agrees that, with the tight higher education budget, the real estate office will focus on how it might provide additional revenue. CSURF is partly funded through operating agreements with CSU but also generates funds through technology licensing, leasing real estate, etc.

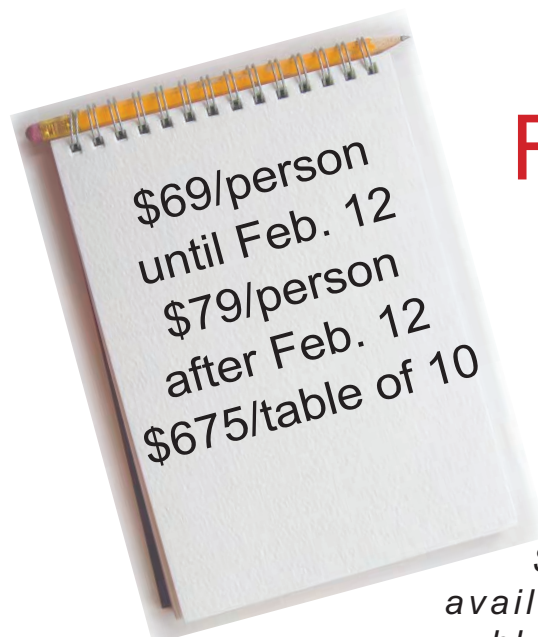
With MacMillan at the helm, CSURF will also be saving a substantial amount on salary. When he left the position, Holtorf had an annual salary of \$235,000. The salary for the position is now \$120,000 to \$165,000.

For MacMillan, the prospect of diving into a new role outside of his comfort zone was too much to pass up.

“After 20-some years, I thought a new challenge would be fascinating,” he said.

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RANK	PREV RANK	COMPANY ADDRESS	TOTAL \$ VOLUME BROKERED	NO. SALES CLOSED TOTAL 2009		NO. AGENTS E-MAIL WEB SITE	APT - TOTAL SQ. FT. BROKERED 2009	OFFICE SQ. FT. LEASED 2009	OFFICE SQ. FT. SOLD 2009	INDUSTRIAL SQ. FT. LEASED 2009	INDUSTRIAL SQ. FT. SOLD 2009	RETAIL SQ FT TOTAL		TOTAL ACRES BROKERED 2009	PERSON IN CHARGE TITLE YEAR FOUNDED NO. LOCATIONS
				NO. SALES CLOSED IN LARIMER OR WELD 2008	NO. SALES CLOSED IN LARIMER OR WELD 2009							RETAIL SQ. FT. LEASED 2009	RETAIL SQ. FT. SOLD 2009		
1	4	SPERRY VAN NESS/THE GROUP COMMERCIAL LLC 2020 Caribou Drive, Suite 201 Fort Collins, CO 80525	\$62,473,851	65	56	15 steve.kawulok@svn.com www.svncoloro.com	\$4,120,000 41,434	366,479 287,478 79,001	1,161,295 472,029 689,266	255,422 156,980 98,442	16	\$2,063,520	Steve Kawulok Managing director 2008 1		
2	1	REALTEC COMMERCIAL REAL ESTATE SERVICES INC. 255 E. Monroe Drive, Suite 4 Fort Collins, CO 80525	\$44,272,620	32	71	27 realtec@realtec.com www.realtec.com	\$329,800 38,247	261,346 234,847 26,499	575,844 404,977 170,867	135,068 73,514 61,554	495	\$5,680,267	Michael Ehler Managing broker 1989 4		
3	3	MARCUS & MILLICHAP 3711 JFK Parkway, Suite 320 Fort Collins, CO 80525	\$17,436,627	8	3	5 mark.wagner@marcusmillichap.com www.marcusmillichap.com	\$3,550,000 225,848	5,133 N/A 5,133	79,346 N/A 79,346	49,354 N/A 49,354	0	N/A	Michael Hoffman Regional manager 1995 1		
4	NR	KELLER WILLIAMS REALTY OF NORTHERN COLORADO 2580 E. Harmony Road, Suite 301 Fort Collins, CO 80528	\$12,000,000	30	30	15 klrw119@kw.com www.northerncoloradohomes.com	N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A	N/A	JoAnn Johnston Rick Kness Mike L. Jensen Operating Principal Team Leader Broker 1999 3		
5	NR	SULLIVANHAYES BROKERAGE 3711 John F. Kennedy Parkway, Suite 310 Fort Collins, CO 80525	\$10,949,126	20	3	4 dtamin@sullivanhayes.com, enichols@sullivanhayes.com www.sullivanhayes.com	N/A N/A	N/A N/A N/A	N/A N/A N/A	176,303 66,947 109,356	N/A	N/A	Debbie Tamlin Eric Nichols Managing Broker 1978 3		
6	6	RE/MAX ALLIANCE 4703-A Boardwalk Drive Fort Collins, CO 80525	\$10,335,890	13	63	9 information@commercial-inc.com www.coloradocommercialbrokers.com, www.homesincolorado.com	N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A	N/A	Gene Vaughan Broker and Owner 1985 5		
7	NR	RE/MAX ACTION BROKERS 4102 S. Timberline Road Fort Collins, CO 80525	\$6,857,825	4	N/A	4 jrcrawford@frii.net www.realestateactionbrokers.com	N/A N/A	23,750 23,750 N/A	N/A 27,007 N/A	N/A N/A N/A	N/A	N/A	Jerry Crawford Managing broker 2004 2		
8	8	LOVELAND COMMERCIAL LLC 1043 Eagle Drive Loveland, CO 80537	\$5,299,365	30	N/A	3 nklein@lovelandcommercial.com www.lovelandcommercial.com	\$0 0	10,873 10,873 0	59,040 37,059 21,981	14,856 14,856 0	4	\$2,229,250	Eric Holsapple Blaine Rappe Partner / Managing Broker 1995 1		
9	2	HARRISON RESOURCE CORP. 2725 Rocky Mountain Ave., Suite 400 Loveland, CO 80538	\$4,089,530	2	7	1 Craig@harrisonresource.com www.harrisonresource.com	N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A	N/A	Craig Harrison President 1985 1		
10	9	LIVINGSTON REAL ESTATE & DEVELOPMENT 736 Whalers Way, Bldg. G, Suite 201 Fort Collins, CO 80525	\$2,740,000	1	1	1 toml@gwest.net tomlrd.com	\$0 0	17,900 17,900 0	2,500 2,500 0	10,500 10,500 0	0	\$0	Tom Livingston Owner 2005 1		

Region surveyed includes Larimer and Weld counties, and the city of Brighton. N/A-Not Available. NR-Not ranked/no previous rank. Companies that have not provided ranking data are listed alphabetically. SullivanHayes local office opened in 2009. Realtec numbers reporting include all four offices collectively. Re/Max/Alliance numbers reflect totals of Fort Collins, Greeley, Loveland, and Windsor offices.

Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

## STEPPING OUT, from 8A

customer came in and said, "OK, I am standing here. This is not an hallucination. You are not closed."

It's true: Brother Mel's Southern Style BBQ is alive and well in its fifth location, serving both BBQ and a non-BBQ Southern special every day. This February marks the restaurant's 25th anniversary.

"Our first restaurant was on Mountain, next to where the Melting Pot is now. Then we were at the Park Central Food Court at Lemay and Prospect where East Moon Asian Bistro is now," the peripatetic Brother Mel said. "Most people who come find us when they are back in town remember us from our East Mulberry location. Then there was the Old Town location on Oak. Now here."

Although the BBQ faithful always knew where to find Brother Mel, new customers might not get the chance to try the place. As the Internet becomes the source of choice for quick information, any business would be nice not to leave its story to its tender mercies. Google Hog Wild, Albert Pit Barbecue, Serious Texas Bar-B-Q, Nordy's or Moe's and up come their handcrafted sites, well before any reviews or outdated contacts.

For now, a gold star for Brother Mel's BBQ and its quarter-century in Fort Collins.

### February restaurant trifecta

Last year would not cut restaurateurs a break. The bad economy came to Northern Colorado and squatted on the hospitality industry like some malevolent toad. Everyone scaled back, some all the way to oblivion. Then someone kissed that toad.

This year is offering up a February

trifecta of movable feasts: The Lunar New Year joins Valentine's Day on the weekend of Feb. 14, just ahead of Mardi Gras on Feb. 16.

"This is really good news for restaurateurs," said Jason Shaffer, chef and owner of Chimney Park Restaurant in Windsor. "When Valentine's comes on a Monday or Tuesday, then it's just one day. When it comes on a Sunday, it becomes a weekend event."

To honor St. Valentine or, as the Chimney Park menu puts it, for those "entertaining a significant other or significantly pursuing another," Shaffer will offer a Sunday prix fixe menu featuring lobster, steak and duck, seasoned with natural aphrodisiacs such as truffles, compliments of Mother Nature and her good friend Aphrodite.

Jacki and Jay Witlin have also planned a special Valentine's menu, to be served Thursday through Sunday, at Jay's Bistro in Old Town Fort Collins. Jacki Witlin agreed that a weekend Valentine's Day is a welcome bonus.

"Most people will say that they only want to celebrate exactly on the 14th," she said. "But as the time gets close, and there are no more reservations for the 14th, the other days of the weekend will look good. I am sure we will be booked Friday, Saturday and Sunday."

Jay's adults-only "Sensuously Luscious Valentine's Menu to Intrigue the Imagination & Jump Start your Fantasies" features "French Kiss!" and "Love Muscles at Work!" for starters and, behind the green main course door, "Get your Bass in Bed!" What happens at Jay's, stays at Jay's.

This year also marks Jay's 30th anniversary, dubbed by the Witlins "30 years of inspired insanity!" To have survived for three decades in the restaurant business, much less prevailed, is a

notable achievement. Cheers!

Coinciding with Valentine's Day is the first day of the Year of the Tiger on the Chinese and Vietnamese calendars. Lulu's Asian Bistro owner/chef Tian "Erik" Lu has invited the Denver-based Colorado Asian Cultural Heritage Center Dragon and Lion Dance Troupe to frighten demons from and help bring good fortune to both his business and the community at large. Old Town should be grateful.

"We will have some special dishes for the New Year," Lu said. "But for the first day of the New Year, the dance at 6 o'clock is the main event."

And, finally, there is Fat Tuesday.

Up in Estes Park at the Stanley Hotel, chef Stewart Redhead has created a special menu for a Mardi Gras meal hosted by Robert Sickler, Master of Whiskey for Johnnie Walker. Redhead is from New Orleans, and so when on his menu he references the Acme Oyster Bar, Mandina's, Galatoire's, Commander's Palace, Praline Connection, Café du Monde and Napoleon House (since 1797, if you please), you can be sure he knows what he is talking about.

As for Lucile's Creole Café — with locations in Fort Collins, Boulder, Longmont and Denver — the runup to Lent is all about the King Cake, named for the three kings who arrived at the stable on the Twelfth Night after Christmas, Jan. 6. Cakes are baked — and eaten — between Twelfth Night and Ash Wednesday.

"Our cake is traditional with the three colors: purple for justice, green for faith, and gold for power," said Lucile's assistant manager Katie Miller. "Every cake has a trinket in it. The one who finds the 'baby' gets a free entrée. This year during Mardi Gras week, we will feature the Hurricane as our special drink."

Miller pointed out that by tradition the person who found the baby was responsible for the next year's King Cake party. A free entrée is better.

And speaking of Valentines, Engaging Loveland takes the celebration all the way to the end of the month with The Art of Dining, Feb. 15 through 28. Each of the 18 participating restaurants has created a menu with the set price of \$18.77 for the year that Loveland was established. At the same time, the Food Bank for Larimer County will also be the beneficiary of Your Change Can Make a Change, which gives diners the opportunity to donate the change from their check to the Food Bank.

### Gone but not forgotten

The Funky Monkey closed in December, leaving Fort Collins with one full-time crêperie. Out on Harmony Road, Harmony Grill has closed — as did Mulligan's, Somi's I and II, and The Savoy Brasserie before it, a new record. It's a space still in search of the right concept.

Perhaps the biggest surprise is that Loveland's Monaco Trattoria is also chiuso. In business for five years, the restaurant received consistently high ratings from locals and websites such as Trip Advisor and BooRah (98 percent rahs). The complaints that did pop up concerned price and pace, which raises the question: Can European-style dining, which may begin at 8 p.m. and finish up at midnight, survive in a region accustomed to an early dinner hour?

Jane Albritton is a contributing writer for the Northern Colorado Business Report. Her monthly column features restaurant and hospitality industry news. She can be contacted at jane@tigerworks.com.

# COMMENTARY

## EDITORIAL

### An industry in search of a new business model

While some sectors of our economy slowly recover, one industry is still headed downhill. Newspapers in print are on the skateboard to oblivion; witness this month's bankruptcy filing by the owner of *The Denver Post*, less than a year after the demise of the *Rocky Mountain News*.

Let's be honest: How many of you are reading this online? And how many of you have cancelled subscriptions to this or other print publications in the last year? Did you do it to save a tree? Or to tighten up the budget? Or just because it doesn't make financial sense to buy a cow when the milk is free — you can get more than enough information delivered right to your desktop or pocket from around the world, 24/7, without making any greater investment than a wireless connection?

You know who you are — and we feel your pain. We'd like to share ours, some of it self-inflicted.

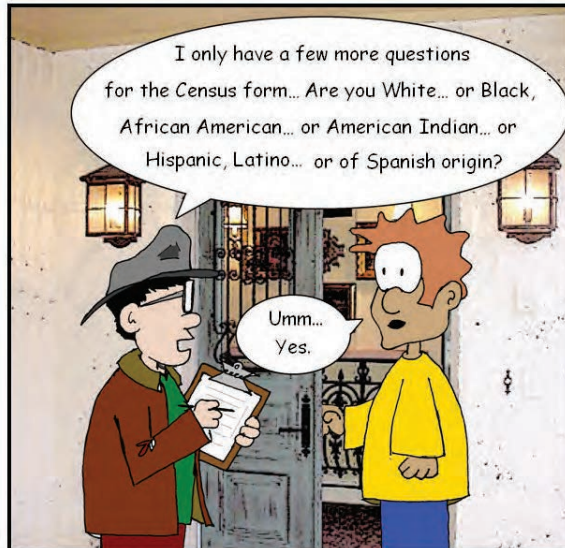
At the beginning of the 21st century, the race was to "drive traffic to the Web" and beat the publication down the street in the number of eyeballs on the page. Look, Ma, we've got readers in France!

Maybe information wants to be free, but the delivery system never is. Whether it's a printing press or a server farm, somebody has to pay for the gizmos that get the stories to those readers. Readers in France — and Greeley and Windsor and Loveland and Fort Collins — are telling us they'd rather not. They'll read our stories on an aggregator site that doesn't pay for talented and skilled reporters and editors who get it right. And now there is no publication down the street to beat.

Don't advertisers want to have their message in front of all those eyeballs looking for quality stories? Many do, but what good are readers in France to the restaurant in Windsor or the car dealer in Greeley? The ubiquity of the DVR tells us how popular too many ads can be.

The news industry needs a new business model. Some have suggested going the nonprofit, public radio route, or sharing fees with Internet service providers, like cable TV. The *New York Times* will charge for its online content next year; the *Wall Street Journal* always has and employs some of the best in our business. Free-for-all Fox News, on the other hand, just hired Sarah Palin as a "contributor."

What journalism looks like in five years depends on who's willing to pay for it now.



## Census 2010: We're counting on Colorado

As the Executive Director of the Colorado Department of Local Affairs, I get many questions about the upcoming 2010 Census. What is it? Why should I fill out my questionnaire? Is it safe? Is it really that important?

I feel strongly about how important the Census is. My days are spent working with local governments and communities, and I see many examples of communities and lives changed by the results of the Census.

As required by the U.S. Constitution, the Census Bureau has been conducting population counts since 1790, and the decennial census has taken place every 10 years since then. The Census counts every person living in the United States — every race, every ethnicity, citizens and non-citizens alike. This count is conducted mostly through questionnaires mailed to each housing unit, although in certain communities Census Bureau employees go from home to home collecting information. When a household doesn't return the first questionnaire, the Census Bureau follows up with additional mailings and visits.

Most of us have heard of the Census, but not everyone knows how the data collected helps Coloradans and their communities. Each year the federal government allocates, from the federal taxes we have paid, more than \$400 billion to states and communities for important programs like schools and libraries, road improvements, parks and health services. This funding is allocated in large part based on Census data.

In Colorado it is estimated that we receive \$880 per person counted, or a

total of \$4.27 billion, per year. These are dollars that Colorado needs, which is why it's so very important that each household take the time to complete and return its Census questionnaire.

### Easy and safe

In addition to being important, the Census is also easy and safe. There are just 10 questions, and it will only take about 10 minutes to fill out and drop back in the mail. I know that safety is also a big concern in today's world. We seem to get warnings daily about issues like identity theft, and it's only natural that Coloradans would be concerned about what sort of information the Census Bureau is collecting.

The only information collected on the questionnaire is your name, your address, your race and ethnicity, whether you rent or own your home, the number of people currently living there and their relationship to the householder. It does not ask for your Social Security number.

Once the information has been collected, it remains safe. Your answers are protected by the U.S. Constitution, and no government agency, court of law, or even the President can get access to your information. In fact, all Census Bureau employees are subject to a \$250,000 fine and/or five years in prison if they share any of your information.

I cannot stress enough how important the Census is to the beautiful state of Colorado. Achieving an accurate Census count in 2010 will help to define the future of our state. Every single one of us needs to do our part, so when that questionnaire shows up in your mailbox in March, please complete it and mail it back. Colorado is counting on you!

*Susan Kirkpatrick is executive director of the Colorado Department of Local Affairs, and a former mayor of Fort Collins.*



### GUEST COLUMN

Susan Kirkpatrick

## Northern Colorado BUSINESS REPORT

### OFFICE

141 S. College Ave., Fort Collins, CO 80524-2810  
800-440-3506 • 970-221-5400  
Fax: 970-221-5432

www.ncbr.com

### PUBLISHER

Jeff Nuttall ext. 201  
jnuttall@ncbr.com

### CONTROLLER

Cindy Nosko ext. 221  
cnosko@ncbr.com

### NEWS

Editor  
Kate Hawthorne ext. 224  
khawthorne@ncbr.com

### Reporters

Kristen Tatti ext. 219  
ktatti@ncbr.com

Steve Porter ext. 225  
sporter@ncbr.com

### Copy Editor/Web Editor

Noah Guillaume ext. 222  
nguillaume@ncbr.com

### Chief Researcher

Noelle Maestas ext. 227  
Nmaestas@ncbr.com

### MARKETING

Marketing Director  
De Dahlgren ext. 202  
ddahlgren@ncbr.com

### ADVERTISING

Advertising Director  
Sandy Powell ext. 214  
spowell@ncbr.com

### Senior Account Executive

Lindsay Gilliland ext. 203  
lgilliland@ncbr.com

### Account Executives

Patrick Bruce ext. 215  
pbruce@ncbr.com

Julie Constance ext. 218  
jconstance@ncbr.com

Angie Hauser ext. 236  
ahauser@ncbr.com

Eric Kidd ext. 226  
ekidd@ncbr.com

### PRODUCTION

Production Manager  
Bernie Simon ext. 220  
bsimon@ncbr.com

### Art Director

Chad Collins ext. 211  
ccollins@ncbr.com

### ADMINISTRATION

I.T. Director  
Chris Sullivan ext. 229  
csullivan@ncbr.com

### Office Manager / Front Desk

Tiffanie Moore ext. 200  
frontdesk@ncbr.com

### CIRCULATION

Circulation Manager  
Rhonda Doyle ext. 230  
rdoyle@ncbr.com

### CONTRIBUTING WRITERS & PHOTOGRAPHERS

Jane Albritton, Jessica Centers, Don Condit, Maryjo Morgan, Carrie Pinsky, Krista Watzel

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## NCBR poll watch | What's your forecast for the 2010 economy?

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26%

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These results reflect responses to the online poll at [www.ncbr.com](http://www.ncbr.com) Jan. 11 through Jan. 22.

## ABOUND, from 1A

Vestas Blades America was awarded \$30.2 million in tax credits for the facilities it's constructing in Brighton — one for blades and the other for nacelles, which house the electrical components of the turbine. The company also received \$21.6 million in credits for a facility in Pueblo that will manufacture turbine towers.

In its application, the company projected 500 jobs in Pueblo, 650 for the Brighton blade factory and 700 for the nacelle assembly plant. The Brighton facilities were announced in August 2008 with ground broken in March 2009.

The Vestas site in Windsor, which employs 500, was ineligible for the credits. Only qualified expenses after Feb. 17, 2009 are eligible. The Windsor site is currently not turning out any blades. A company spokesman said manufacturing lines have been shut down and the site is in a retooling and retraining phase.

The Brighton and Pueblo facilities are still under construction, although the Pueblo site already employs about 100. According to Doug Macdonald, senior vice president of government relations at Vestas Americas, the credits do not impact the timeline of the Brighton and Pueblo facilities. Instead, the timelines are market-driven.

"We're not ramping those up as quickly as we first thought," said Andrew Longeteig, communications specialist for Vestas. He added that the company anticipates all factories will be operating at full capacity in 2011 and all will be operating to some extent this year.

Stamford, Conn.-based Hexcel landed \$8.1 million in tax credits. Hexcel opened a facility in Windsor in 2009.

"A portion of those credits we'll take in the first quarter of 2010," said Michael Bacal, spokesman for Hexcel.

That amount is related to the building and equipping of the Windsor facility. Hexcel has one line installed now. The company does not disclose its capacity levels. The tax credit will also be used for future expansion.

"The remainder of it will go towards new equipment that will go in during 2011 or 2012," Bacal said. "I think the prospect of the credit did impact the timing of our considering the expansion."

### Job projections

In its application for the tax credit, Hexcel estimated a net job creation of 150. Of those, 60 were related to the construction of the facility and 90 will be operating positions. The company would not disclose how many people are currently employed at the site; however, the manufacturing hiatus of its largest customer came soon after Hexcel's Windsor site started delivering product.

"We started delivering at the end of the fourth quarter, Bacal said. "Vestas is our primary customer. The activity is at a much

more reduced level than we anticipated."

Abound Solar also started delivering its product — cadmium telluride photovoltaic panels — during the fourth quarter. Abound received \$12.6 million in tax credits.

The company currently employs around 250 full-time employees and another 100 part-time employees. The credit will apply to the company's second production line, which will probably be finished by the end of the year, according to Mark Chen, Abound's director of marketing. The tax credit award isn't likely to have much of an impact on when Abound will construct the line.

"It accelerates it a bit but not significantly," Chen said, adding that it might be operable one quarter sooner than originally planned. Chen also pointed out that, as a start-up, the company is not likely to have a tax liability to draw from this year.

Abound is still waiting to hear about the loan guarantee program that could bring the company around \$100 million. That money would allow the company to build out its second and third manufacturing lines and potentially build another manufacturing site. The company applied for the credit more than a year ago.

"We're told it's on the fast track," Chen said. The companies that have received the loan guarantee so far applied back in 2005.

Even if the credits don't create an immediate or direct impact on jobs in Northern Colorado, they are likely to have a more long-term affect.

"Regulation is going to be a driver — long-term — in this sector," said Rex O'Neal, attorney and co-chair of Faegre & Benson's emerging companies practice and new energy, clean technology and climate initiative.

In general, the tax credits reduce the expense of production. O'Neal said the DOE is likely attempting to fill in missing elements of the nation's clean energy infrastructure. The tax credit, in a way, creates a long-term incentive for the overall industry.

"It's an 'if we build it, they will come' mentality," he said. "I think the idea was to subsidize short-term expenses to drive down production costs."

O'Neal points out that, in the short-run, the true beneficiaries of the tax credits are the company owners. In that case, the credit is an incentive for investors in these companies who might bring more capital to the table. He added that one-time credits and incentives set to expire in the near future aren't necessarily the most effective way to drive the market to equilibrium. Some suggest there should be a tax incentive program that is indexed to the price of oil with the idea of eliminating any artificial price controls.

"We're in a time period when, if we want these technologies to exist 20 years from now, the government is going to have to have a continuing role in development," he said.

## ENERGY, from 5A

own anaerobic digester for its Grand Island, Neb. plant, Keys said, noting that the company is interested in embracing new technologies.

"I think the key to keep in mind is we're in a new energy area and we're looking at new technologies," he said. "I think in the next 10 years we'll be generating a lot more energy from biomass."

Mike Reidy, Leprino Foods vice president, said his company supports the project. "We're very supportive of any project that allows for the development of more sustainable energy, like this one," he said. "At the conceptual level, we're very supportive."

Reidy said it's too early to say how much waste Leprino might provide to the digester or whether the company would be interested in being a financial partner in its construction.

One sensitive issue still to be resolved is the city's desire not to have the project become a source of foul odors. The digester could consume up to 25 semi-truck loads of animal waste from JBS daily. Biggi said the system could be designed to contain odors from trucks, and he said the current study will look at using the old Monfort trunk line — an underground pipe that once pumped wastes from the slaughterhouse to the city's waste treatment facility.

"It could really eliminate the need to do any trucking at all," he said of the pipe.

### Saving money attractive

JBS could save money by disposing of

waste locally rather than hauling it more than 50 miles to a disposal site as it does now. Saving money and having access to cheaper power produced by the digester are two of the biggest attractions for any partners in the project.

Biggi said a variety of financing options are being studied, including having the city pay for it all, partnering with private companies or having a private firm entirely finance it. He said having the project funded 50 percent with public money would offer investors a 15 percent rate of return.

"That's a very attractive rate," he said.

But the project may end up being built solely with private money, Biggi noted. "There have been firms very interested in investing in alternative energy projects who have contacted us," he said, declining to identify the companies.

Biggi said the city hopes to have a "very complete RFP (request for proposals) for design" of the digester facility at the conclusion of the second phase of planning, "by the third or fourth quarter of this year. Our goal is to move as quickly as possible but also cautiously and judiciously."

JBS spokesman Keys said the world's biggest meatpacker could have built its own digester in Greeley but wants to see if a partnership with the city might cost less to accomplish the same thing.

"That's what we're looking at," he said. "We're working with them to see if it's a good fit for us at the end of the day. We've all got more hoops to jump through, but I think the trend in this industry is to utilize everything and not let anything go to waste."

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**MARKETING, from 10A**

ume is low. You can't raise prices because competitors' prices are low, too. Although many buyers loved you in early 2008, their loyalty isn't what it used to be. Considering your product more or less the same as competitive products, they are buying mainly on price.

Look over the fence into another market to see how others have solved or side-stepped this challenge. We did this recently with a client who manufactures materials for home improvement. Contractors were demanding faster production, which was driving up costs, but they weren't willing to pay extra for it.

As long as we were willing to be limited by "the way we've always done it" in this market, we didn't have much room to maneuver. So, we changed the rules.

For inspiration we borrowed from the FedEx model, which provides tiered levels of service with corresponding charges for standard, premium and super-premium service. The plan also acknowledged each client's unique relationship, future potential and current spending levels, and offered both a reward for past purchases and an incentive to buy more.

This plan was designed mainly to generate additional revenue. But since high-value customers will always demand at least some premium service without paying for it, the program also helps by assigning a dollar value to that service upgrade. This enables us to add up the value of all that "free" service periodically and remind customers of

what they're really receiving. This changes the value equation. By quantifying what customers would otherwise dismiss as "free," it helps to build loyalty, even in a difficult economy.

**Collect great customer experiences**

During your daily routine, stay alert for surprising customer experiences of your own, even in situations that have nothing to do with your business. When they occur, take a moment to recognize exactly what just happened. Then imagine how you might connect that experience with your business and the experience you offer your customers.

Here's an example. My wife and I spent Christmas in Hawaii this year. One day we boarded a boat to visit an offshore snorkeling spot, a mostly submerged volcanic crater called Molokini. The "Four Winds" was a 55-foot catamaran with a crew of 10.

From the moment we stepped aboard, the behavior of the crew was remarkable. Twenty-something deckhands — not normally great conversationalists with people old enough to be their parents — engaged children and adults in easy conversation. Inside the cabin, other crew members offered better-than-average help with wet suits and other equipment. They were all smiling, relaxed, interested, patient. As we prepared our equipment and neared the anchorage, crew members roamed the decks with suggestions for anyone who seemed less than expert with a mask and snorkel.

Later on, after snorkeling, we chatting with the 50-something captain over lunch, then he stood to rally the crew and get underway. As he turned,

he reached over and collected my wife's empty soda can and paper plate. "Oh, you don't have to take those," she said. "I'll take care of it."

"Sure, I do," he said with a big smile. "It's just part my job." Halfway across the foredeck, he stopped again and sat down, this time to chat with a dripping 10-year-old who couldn't stop talking about the awesome fish he'd just seen on the reef.

What's behind all this easy-going engagement with customers, this refreshing sincerity and humility, and the welcome sense that this crew is really interested in us — even though they see hundreds of customers every day? Careful hiring, terrific training and great communications!

Even in a tourist center like Maui, where competition is intense and buyers are price-sensitive, a team like this can really distinguish itself and successfully charge more than others. How? By delivering an amazing customer experience.

**Connect the dots**

I always carry a few 3x5 cards in my pocket — or a small notebook tucked in with my snorkel gear — to take notes so I can remember experiences and insights like these. It's a popular habit among many professional writers.

However you choose to record what you see, keep your eyes open. Collect everyday observations and ideas. Take lots of random notes ... and eventually you'll start to connect the dots.

*Don Condit is president of Condit Marketing Communications Inc. in Fort Collins. To join the discussion, send questions or comments to [dcondit@condit-marketing.com](mailto:dcondit@condit-marketing.com).*

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## THOMPSON, from 2A

in our jobs," he said. "You commit to going beyond the limit that you set for yourself and you're committed to surrounding yourself with other masters and not resenting other people who have become masters. It's about constant improvement and how can you work to be better."

Thompson is the first person in the organization to be hired for a high-level management position from outside of The Group "family." Chuck McNeal, The Group's chairman and CEO, said Thompson was approached after a nationwide search to fill the position.

"We were frankly surprised to find someone of his caliber right here in Colorado coming from a company with a similar culture to ours," he said. "It was a perfect fit for us. We just couldn't be happier."

Despite the down economy and a weak real estate market, Thompson said he's optimistic that the long-term future of Northern Colorado real estate remains strong. But that doesn't mean he sees a quick turnaround in 2010.

"I feel positive about our market for the long term because of the fundamentals that are here," he said. "I see (2010) as a year of stabilization, not a year of bouncing back."

But Thompson then lists some of the good things that are happening in residential real estate, including federal tax

**"This is a company that feels more like a family than a corporation."**

Eric Thompson, president  
The Group Inc. Real Estate

credits that will remain in effect through April and the lowest interest rates in almost 40 years. The Group is also doing what it can to help homebuyers, offering since last August a "Job Loss Protection" program that covers mortgage payments for up to six months if the buyer loses a job within the first 24 months of the loan.

"This is a good time to buy real estate," he said.

Thompson and his wife, Julie, have a one-year-old daughter and another child on the way in June. Passionate about bicycling and cross-country skiing, Thompson said he's found Northern Colorado to be filled with other outdoor and recreation lovers and is enthused about living in the area and learning more about it.

"We feel right at home," he said. "We just put a house under contract and we're settling right in."

## HIRING, from 10A

(Temporary Assistance to Needy Families) program, since people are most likely to need that cash assistance when unemployment benefits run out; second, to give the interns a chance to learn new skills and network through temporary employment; and third, to provide a real stimulus benefit to employers who participate."

Crowe said the kind of employers most likely to benefit from the Hire Colorado program, which pays all wages and taxes for the intern up to approximately \$6,000 — about 14 weeks of full-time work at between \$9 and \$11 per hour — are those who "need to grow to keep up in this economy but can't afford hire in this economy."

A perfect example is Lightning Hybrids in Loveland, a manufacturer of electric sports cars. The startup even posted a notice about Hire Colorado on its website in hopes of recruiting skilled workers through the program.

### Goals, requirements set

Crowe said the goal of Hire Colorado is to place 1,667 interns in the eight counties. Larimer County's goal is 104, while Weld County would like to place 59 and Boulder County, which is placing its interns in short-term projects with 43 nonprofit and government agencies, is shooting for 70 to 80. In Larimer County, about 75 different employers had signed up by Jan. 22, in businesses across the board, looking for everything from office assistant to auto mechanic.

It's still early in the process, since the funds only became available to the Workforce Centers in mid-December and internships must be completed by June 30. Crowe said the deadline for

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potential interns to turn in their applications is Jan. 29, but of the 50 job seekers who attended a Jan. 22 workshop in Loveland, 32 took applications. It was the third such informational program held in Larimer County, and Crowe expects to receive more applications than the 104 slots available as a result of the outreach.

"Some people are disappointed when they find out these are temporary jobs," Crowe said. "But they are designed to give both the intern and the employer a leg up — it's really the concept of a stimulus at work."

And if the word "intern" is conjuring up visions of kids with iPods in their ears, look at the eligibility requirements for Hire Colorado participants:

- They must be legal residents of the county providing the subsidy;
- They must be unemployed and have received unemployment benefits in the past year;
- Total household income must be below \$75,000 in the past year; and
- There must be at least one child under the age of 18 living in the household.

That last bit can include grandparents as well as parents, said Melissa English, business services consultant for the Larimer County Workforce Center. She said eligible interns range from 20 to 50 years old, at every skill level.

The basic requirement for employers is that they cannot use the intern to fill a position open as the result of layoffs.

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\* The three steps above must be fulfilled during each monthly qualification cycle to earn the Bonus Rate and ATM fee refunds. During each qualification cycle, when the three steps above are met 2.38% Annual Percentage Yield (APY) is paid on balances between one penny and \$35,000 and .49% APY is paid on all balances above \$35,000. .49% is paid on the full account balance when the three account requirements are not met. To qualify, debit card purchases must post during the qualification cycle.

Each month, the qualification cycle begins one day prior to the current statement cycle and ends one day before the close of the current statement cycle. For a list of current qualification cycles please visit [BankofChoiceOnline.com](http://BankofChoiceOnline.com).

Rates are subject to change without notice. Minimum deposit of \$100 is required to open this account. No minimum balance is required after account opening. No monthly service charges. Available for personal accounts only. APY effective as of date of publication.

# Climate Wise Business Partners

## Make a Difference

### Climate Wise Program Salutes Platinum & Gold Partners

A hearty round of applause goes out to the following Fort Collins businesses for outstanding environmental stewardship and reducing greenhouse gas emissions. Join the city's Climate Wise Program in thanking these innovators for making our community a greener and healthier place to live:

#### Platinum Partners



**Anheuser-Busch** *photo by Ryan Maier*  
Recycled or re-used 99% of solid waste stream. A new environmental tours program will be offered to all full-time employees to increase awareness about environmental impacts and how to reduce them at work and at home.



**Café Ardour** *photo by Ryan Maier*  
Decreased vehicle use by approximately 6,500 miles through continued use of bicycle deliveries for bagels, burritos, recycling, errands and employee transportation. They also became a climate neutral business in 2007.



**Avago Technologies** *photo by Ryan Maier*  
For the third consecutive year, they reduced electrical consumption by approximately 2%, despite increases in production. They also converted 8 acres of asphalt on their property to native grasses, bushes and trees that will eventually need zero irrigation.



**New Belgium Brewing Company, Inc.** *photo by Ryan Maier*  
Demonstrated a 50% reduction in HVAC and lighting energy use compared to ASHRAE standards in their new packaging hall. They also powered the "Tour de Fat" trailer with a solar photovoltaic system.



**Compliance Partners / Seven Generations** *photo by Ryan Maier*  
Compliance Partners' Sunstone office building was the first to pursue LEED-EB certification in Fort Collins. In addition, Seven Generations' office building was the first certified LEED-CS Platinum building in Northern Colorado.



**Land Images, Inc.** *photo by Ryan Maier*  
Developed SCALES<sup>SM</sup>, an internal office design process to help ensure that designs contribute positively to the community, environment and economy. They also created *Tips and Tricks for Sustainability Development*, a community outreach program to provide practical information and references on how to start adding sustainability to projects.



**Clean Air Lawn Care** *photo by Ryan Maier*  
Reduced 125,000 lbs. of pollution by switching customers from gas mowers to electric equipment and through carbon offset purchases. They also developed the "Clean Lawn Calculator" to calculate pollution associated with individual lawn care method.

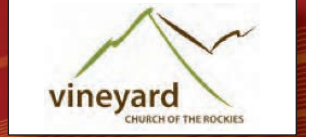
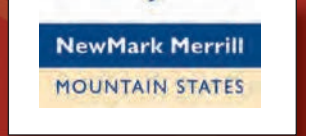


**Poudre School District** *photo by Ryan Maier*  
A recognized leader in public school energy and environmental stewardship since 1994, PSD continues to be among the top energy efficient school districts in Colorado. To date, they've completed 140 energy efficient projects with a one-time savings of over \$1.88 million and ongoing annual savings of \$437,000.



**The Neenan Company** *photo by Brad Randall*  
Installed a Green Roof on a portion of the company's roof. Through their employee challenge program, "Dude Where's My Trash Can", the company has decreased CO<sub>2</sub>e associated with waste reduction by 86%.

#### Gold Partners



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- Climate Wise is a **TOP 50 Innovative Government Program** as recognized by Harvard University.
- During 2009, the Climate Wise Program was awarded the **Outstanding Achievement in Local Government Innovation** awards from the Alliance for Innovation.

# Square Feet



Your Guide to Commercial Space in Northern Colorado

Jan. 29-Feb. 11, 2010  
Special Section B  
[www.NCBR.com](http://www.NCBR.com)

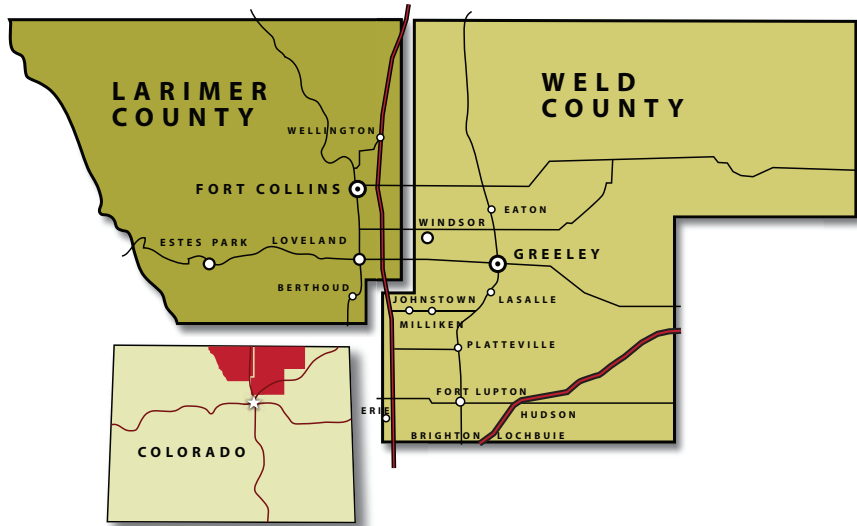
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# Square Feet

Square Feet lists available commercial space for lease in the Northern Colorado counties of Larimer and Weld. For information on specific listing, contact the listed brokers.



## Commercial space: The final frontier?

Welcome to the latest quarterly publication from the *Northern Colorado Business Report*, Square Feet: Your Guide to Commercial Space in Northern Colorado.

What we have created, in cooperation with data collection firm Xceligent Inc. and NCCAR, is an exclusive directory of leasable office and industrial space of 5,000 square feet or more in Larimer and Weld counties, sorted by county and usage. Here you will find the name and address of the property, maximum and minimum square footage available for lease, lease rates, lease type, and, most important, the contact information for the listing broker. All the brokers are members of the Colorado Data Exchange.

We know the commercial real estate sector has been hard hit by the recession, with only faint light at the far end of the tunnel. That's why we decided that this would be an excellent time to develop another tool to help support the industry.

In future issues of Square Feet, we'd like to include a locator map to show the relative positioning of the listed properties; we could also include properties and land for sale. But we'd like to hear from you, the readers, about what you'd like to see. Tell us what you think

of Square Feet, and how we can improve it to better meet your needs.

And there's always room for brokers and property owners to tell more of the story than can fit in a simple listing, through advertising those particularly attractive properties available.

I look forward to hearing from you at [jnuttall@ncbr.com](mailto:jnuttall@ncbr.com).

Enjoy!



Jeff Nuttall  
Publisher

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# 2010: Will this be the year CRE hits bottom?

## The only way left for the commercial market to go is up

Billy Joel may have said it best: "The good old days weren't always good and tomorrow ain't as bad as it seems."

The commercial real estate market hit its apex in October 2007. A binge in the marketplace resulted in historically high transaction volume best described as a feeding frenzy. An explosion of speculative development was driven by unbridled enthusiasm and rampant availability of financing. Rental rates peaked, vacancy rates declined, every piece of land had an elaborate development plan, and it was a great time to be a landlord, developer, or investor in the commercial real estate world.

Then came the hangover. The capital markets seized, rental rates plummeted, vacancy rates spiked and transaction volume came to a screeching halt, beginning a two-year slide that culminated in 2009 being widely considered the worst year on record for commercial real estate, a sentiment now confirmed by statistics.

As the dust settles, our sights turn to 2010, and we see a year that promises to be a challenge for many in the market. High unemployment and restrained consumer spending will diminish demand for commercial space, and financing constraints paired with debt maturities will be top of mind for many owners/investors. However, the widespread panic experienced in 2009 seems to be waning, and early signs of economic recovery are sparking a mild sense of optimism.

### Northern Colorado market

Outstanding quality of life, a highly

educated population, emergence as a leader in the alternative energy sector and an unemployment rate 3 percent lower than the national rate has Colorado and Northern Colorado's overall economy outperforming many other regions. A relatively strong economy bodes well for both the pace and timing of a recovery for the local commercial real estate sector.

### Landlords

With certainty, we can say that 2010 will be another taxing year for owners and landlords. Increased leasing activity in the marketplace will come as a relief to many. However, landlords will still contend with an extremely competitive leasing market, where educated tenants ask for the world in lease negotiations and will, in many cases, get it. Aggressive incentives including reduced rent rates, free rent periods, and generous tenant finish allowances will prevail.

### Tenants

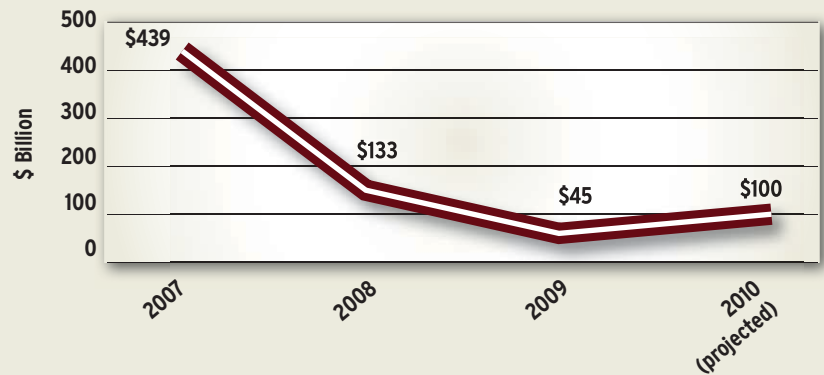
A tenant's market will reign in 2010. Tenants who signed leases at the market peak will find an opportunity to drastically reduce occupancy costs as their leases expire and they negotiate new ones at today's market rental rates — down 15 percent to 20 percent since their 2007 peak, depending on property type. A 20 percent to 25 percent reduction in construction costs over the past 12 months will also enable moves and expansions that require tenant finish or build-to-suit options; moves that previously proved to be cost prohibitive.

### Investment market

The investment market will continue to be hampered by an overall lack of financing availability. However, cash investors will be privy to opportunities not seen in decades, as property owners succumb to the burden of overleveraged real estate and debt maturities, and banks truly move to unload bad debt from their books. In many cases, those investors willing to forgo short-term gains in favor of purchasing distressed real estate and capitalizing on improving market fundamentals (occupancy rates and rents) over a longer time horizon (five to seven years) could reap the largest rewards.

## U.S. CRE Transaction Volume

From the peak in 2007, the dollar value of commercial real estate deals has crashed, but could be looking up.



SOURCE: REAL CAPITAL ANALYTICS

### Property values

Nationally, commercial property values have fallen 42 percent from their peak 2007 levels, primarily as a result of falling Net Operating Incomes and increasing cap rates by 100 to 200 basis points. Deterioration of property values in Northern Colorado has been much less dramatic, but large value loss has been endured nonetheless. The sharpest value declines are likely behind us, with any trailing value loss in 2010 expected to be moderate — an additional 25 to 50 basis-point cap rate correction.

### Financing

The availability of financing will continue to be a paramount problem in the commercial real estate industry. Owner-users with strong balance sheets will successfully secure favorable financing terms for their real estate purchases or developments. However, a void of financing for investment real estate deals and developments will continue to stall what would be considered good projects and investments in any other market.

### Transaction volume

Since peaking in 2007, transaction volume experienced a radical decline in 2008, and then absolutely cratered in 2009. However, transaction volume is

projected to rebound in 2010, more than doubling the 2009 figures.

Transactions will be propelled by owners and lenders who are progressively coming to terms with current market conditions and associated property values, and the "bid-ask gap" will continue to narrow. Transaction volume will also largely be boosted by REITs, private equity funds and investors who have amassed an enormous amount of funds in anticipation of the opportunities that will present themselves as the industry rebounds over the next several years.

Will we view 2010 as the year that we hit bottom? Although the commercial real estate industry faces significant challenges ahead, and nobody wants to "call the bottom," I believe the answer to that question will be "Yes." The view looking forward is considerably more attractive than the one in the review mirror, as cautious optimism replaces the pure panic and turmoil of 2009. Opportunistic investors and tenants will seize the moment, innovative professionals will find creative ways to get good deals and projects done, and recovery will be well under way.

*Joshua Guernsey is a commercial broker with Brinkman Partners in Fort Collins. He can be reached through [www.brinkmanpartners.com](http://www.brinkmanpartners.com)*

## Square Feet Your Guide to Commercial Space in Northern Colorado

Feature your listing in the next issue of Square Feet.  
Contact your account manager today.

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Publishes in the April 23, 2010 issue of the Business Report.  
Advertising deadline: April 9, 2010.

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Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
<b>LARIMER OFFICE</b>										
Larimer Office	3825 E. Mulberry St.	Fort Collins	General	74,658	98,045	3,808	28,179	\$4 - \$10	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 decks@realtec.com
Larimer Office	The Offices at Front Range Village 2720 Council Tree Ave.	Fort Collins	General	73,000	73,000	1,000	73,000	\$14 - \$19	NNN	Kevin Brinkman Brinkman Partners- 970-206-4500 kevin.brinkman@brinkmanpartners.com
Larimer Office	Harmony Corporate Center 2950 E. Harmony Road	Fort Collins	General	60,000	120,000	1,398	60,000	\$17.50 - \$18.50	NNN	Peter Kast Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 pkast@realtec.com
Larimer Office	Medical Center of the Rockies Bldg 1 and 2 2500 Rocky Mountain Ave.	Loveland	Medical	45,433	80,150	2,500	40,000	\$21.95	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	Rangeview Three 2915 Rocky Mountain Ave.	Loveland	General	39,846	61,000	1,500	39,846	\$18.50 - \$19.95	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	2809 E. Harmony Road	Fort Collins	General	30,395	57,031	981	18,952	\$10	NNN	Michael Ehler Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 mehler@realtec.com
Larimer Office	4800 Wheaton Drive	Fort Collins	General	25,000	50,032	3,000	25,000	\$14.50	NNN	Peter Kast Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 pkast@realtec.com
Larimer Office	The Offices at Front Range Village 2720 W. Council Tree Ave.	Fort Collins	General	23,512	60,866	1,000	23,512	\$14 - \$19	NNN	Kevin Brinkman Brinkman Partners- 970-206-4500 kevin.brinkman@brinkmanpartners.com
Larimer Office	2002 Caribou Drive	Fort Collins	General	22,642	22,642	22,642	22,642	\$16.50	NNN	Steve Stansfield Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 steve@realtec.com
Larimer Office	Hahns Peak One 4850 Hahns Peak Drive	Loveland	General	21,541	53,088	1,600	21,541	\$15 - \$16.50	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	4012 W. Cleveland Ave.	Wellington	General	19,000	21,309	19,000	19,000	Negotiable		Timothy Hawke Strata Realty -Corona 951-280-1733 thawke@stratarealty.com
Larimer Office	4868 Innovation Drive	Fort Collins	General	18,833	18,833	18,833	18,833	\$12	NNN	Mike Eyer Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 mike.eyer@svn.com
Larimer Office	702 W. Drake Road	Fort Collins	General	17,169	18,000	3,000	17,169	\$17.50	NNN	Terri Shields Everitt MacMillan Commercial 970-226-1500 terris@everittcompanies.com
Larimer Office	1600 Specht Point Road	Fort Collins	General	16,545	27,000	815	8,366	\$10.50 - \$14.05	NNN	John Slack W.W. Reynolds Companies-Ft. Collins 970-482-4800 johns@wwreynolds.com
Larimer Office	318 Canyon Ave.	Fort Collins	General	15,915	15,915	4,726	15,915	\$7 - \$9	NNN	Kevin Brinkman Brinkman Partners- 970-206-4500 kevin.brinkman@brinkmanpartners.com
Larimer Office	Continental Plaza 3665 John F Kennedy Pkwy.	Fort Collins	General	15,664	54,864	872	7,828	\$14	NNN	Rhys Christensen Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 rhys@Realtec.com

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Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Larimer Office	6125 Sky Pond Drive	Loveland	General	15,000	30,000	2,500	15,000	\$19.50 - \$21.50	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	3500 John F Kennedy Pkwy.	Fort Collins	General	14,360	38,000	1,094	5,180	\$10 - \$10	NNN	Michelle Hickey, CCIM Re/Max Alliance-Downtown Office 970-482-1781 michelleh@remax.net
Larimer Office	1808 N. Boise Ave.	Loveland	General	14,306	14,306	14,306	14,306	\$16	NNN	Jack Trethewey Realtec Commercial R-Loveland 970-593-9900 jack.trethewey@realtec.com
Larimer Office	2580 E. Harmony Road	Fort Collins	General	13,723	13,723	972	7,252	\$16 - \$18		Michael Jensen Keller Williams Realty-Fort Collins 970-212-2420 mike@fortcollinsre.com
Larimer Office	102 W. 4th St.	Loveland	General	13,656	28,836	4,506	9,150	\$6 - \$6.65	Gross	Joseph Palieri II, CCIM Palieri & Associates 970-215-4713 joep@comcast.net
Larimer Office	107 W. 29th St.	Loveland	General	13,600	16,626	800	7,000	\$3 - \$11.50		Curtis Vernon Keller Williams Real Estate, LLC-Northern Colorado 970-377-3700 curtis@curtissells.com
Larimer Office	1501 S. Lemay Ave.	Fort Collins	General	13,337	13,073	580	6,000	\$5 - \$12.75		Mark O'Donnell Doberstein Lemberg Comm. Inc- 970-221-1965 markodonnell@frii.com
Larimer Office	1714 Topaz Lane	Loveland	General	13,312	28,672	1,024	5,120	\$9 - \$10		Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Office	103 W. Mountain Ave.	Fort Collins	General	12,927	17,927	1,200	5,073	\$14.50 - \$26	NNN	Ryan Schaefer Chrisland, Inc- 970-663-3150 ryans@chrislandcommercial.com
Larimer Office	Foxtrail Office Park 1605 Foxtrail Drive	Loveland	General	12,382	12,382	1,500	6,382	\$18.50 - \$19.95	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	1609 Oakridge Drive	Fort Collins	General	12,320	12,320	12,320	12,320	\$12	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
Larimer Office	4795 Larimer Pkwy.	Johnstown	General	11,632	11,632	1,454	11,632	\$17	NNN	Nick Berryman Realtec Commercial R-Greeley 970-346-9900 nberryman@realtecgreeley.com
Larimer Office	4715 Innovation Drive	Fort Collins	General	11,463	11,463	5,500	11,463	\$8	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Office	Old Town Professional Center 315 W. Oak St.	Fort Collins	General	11,365	42,850	396	1,882	\$4 - \$18	NNN	Greg Smith Re/Max Action Broker-Centerra 970-612-9200 gregsmith@remax.net
<b>Larimer Office</b>	<b>Spring Creek Professional Park Bldg H 2001 S. Shields St.</b>	<b>Fort Collins</b>	<b>Medical</b>	<b>11,321</b>	<b>9,776</b>	<b>647</b>	<b>5,803</b>	<b>\$6</b>	<b>NNN</b>	<b>Steve Kawulok Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 steve.kawulok@svn.com</b>
Larimer Office	3030 S. College Ave.	Fort Collins	General	11,293	20,000	1,274	10,019	\$11.50	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
<b>Larimer Office</b>	<b>1825 Sharp Point Drive</b>	<b>Fort Collins</b>	<b>General</b>	<b>10,560</b>	<b>19,200</b>	<b>10,560</b>	<b>19,200</b>	<b>\$10.50</b>	<b>NNN</b>	<b>John Slack W.W. Reynolds Companies-Ft. Collins 970-482-4800 johns@wwreynolds.com</b>
Larimer Office	Centre Tech I 2301 Research Blvd.	Fort Collins	General	10,535	24,887	1,692	10,535	\$11	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
Larimer Office	6840 S. Lemay Ave.	Fort Collins	General	10,500	10,500	1,000	10,500	\$15 - \$17	NNN	Kevin Brinkman Brinkman Partners- 970-206-4500 kevin.brinkman@brinkmanpartners.com
Larimer Office	2501 Rocky Mountain Ave.	Loveland	Medical	10,475	80,150	5,000	10,475	\$24.25	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Office	2900 S. College Ave.	Fort Collins	General	10,442	32,482	1,158	4,228	\$11 - \$11.50		Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
Larimer Office	Civic Center Village 144 N. Mason St.	Fort Collins	General	10,163	16,000	1,421	1,849	\$9.95 - \$14	NNN	Patty Spencer Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 patty@realtec.com
Larimer Office	1629 Blue Spruce Drive	Fort Collins	General	10,000	32,846	4,500	10,000	\$14.75	MG	Larry Stroud Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 stroud@realtec.com
Larimer Office	5802 Wright Drive	Loveland	General	10,000	10,000	10,000	10,000	\$12.50	NNN	Peter Kelly Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 peterk@realtec.com
Larimer Office	4045 St Cloud Drive	Loveland	General	9,979	13,000	1,770	3,934	\$14.75	NNN	Craig Hau Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 craig.hau@svn.com
Larimer Office	330 S. College Ave.	Fort Collins	Other	9,552	10,745	1,252	9,552	\$14	NNN	Patty Spencer Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 patty@realtec.com
Larimer Office	4848 Thompson Pkwy.	Johnstown	General	9,477	41,000	1,500	9,477	\$17.50	NNN	Stuart MacMillan Everitt MacMillan Commercial 970-226-1500 stuartm@everittcompanies.com
Larimer Office	400 E. Horsetooth Road	Fort Collins	General	9,363	14,475	3,633	5,730	\$8 - \$10	NNN	Chad Hirschfield Fuller Real Estate- 303-292-3700 chirschfield@fullercompany.com
Larimer Office	McClelland Office Park 2850 McClelland Drive	Fort Collins	General	9,276	34,184	599	3,599	\$12	Gross	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Office	2290 E. Prospect Road	Fort Collins	General	9,120	20,277	951	5,103	\$8 - \$10	NNN	John Propp Propp Property- 303-692-1816 john@propp.com
Larimer Office	Silver Tree Plaza 151 S. College Ave.	Fort Collins	General	8,830	24,000	103	2,600	\$5.24 - \$18		Michael Jensen Keller Williams Realty-Fort Collins 970-212-2420 mike@fortcollinsre.com

Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Larimer Office	Poudre Valley Plaza 1063 W. Horsetooth Road	Fort Collins	General	8,584	8,584	2,787	8,584	\$9.75	NNN	Fred Croci Commercial Brokers Alliance 970-266-1500 fred@cba-fortcollins.com
Larimer Office	2105 S. College Ave.	Fort Collins	General	8,548	16,326	8,548	16,326	\$6.50	NNN	Travis Ackerman Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 travis.ackerman@svn.com
Larimer Office	1530 Riverside Ave.	Fort Collins	General	8,177	8,177	8,177	8,177	\$10	NNN	Terri Shields Everitt MacMillan Commercial 970-226-1500 terris@everittcompanies.com
Larimer Office	Stanford Plaza 3555 Stanford Road	Fort Collins	General	8,060	18,132	538	2,910	\$13	NNN	Veronica Luster Stanford Real Estate, LLC 970-226-1414 vluster@qwestoffice.net
Larimer Office	Poudre Valley Plaza 1015 W. Horsetooth Road	Fort Collins	General	7,855	17,300	100	7,855	\$9.75	NNN	Fred Croci Commercial Brokers Alliance 970-266-1500 fred@cba-fortcollins.com
Larimer Office	Poudre Valley Plaza 1075 W. Horsetooth Road	Fort Collins	General	7,855	19,200	2,342	2,342	\$9.75	NNN	Fred Croci Commercial Brokers Alliance 970-266-1500 fred@cba-fortcollins.com
Larimer Office	Poudre Valley Plaza 1027 W. Horsetooth Road	Fort Collins	General	7,855	15,893	150	150	Nego- tiable	MG	Fred Croci Commercial Brokers Alliance 970-266-1500 fred@cba-fortcollins.com
Larimer Office	Boardwalk Office Park 772 Whalers Way	Fort Collins	General	7,650	7,650	2,922	4,728	\$18	NNN	Dave Veldman Veldman Morgan Commercial 970-223-5555 dave@veldmanmorgan.com
Larimer Office	Riverside Centre 1420 Riverside Ave.	Fort Collins	General	7,450	26,225	1,850	3,725	\$7	NNN	Jared Goodman Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 jared.goodman@svn.com
Larimer Office	2101 S. Timberline Road	Fort Collins	General	7,323	7,325	1,160	7,323	\$20	NNN	Larry Hawe Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 larry.hawe@svn.com
Larimer Office	Villaggio Office Space 2510 E. Harmony Road	Fort Collins	General	7,000	13,107	1,000	7,000	\$10.95	NNN	Travis Ackerman Sperry Van Ness, The Group Commercial, LLC 970-207-0700 travis.ackerman@svn.com
Larimer Office	155 E. Boardwalk Drive	Fort Collins	General	6,834	44,084	2,657	4,177	\$14	NNN	Rhys Christensen Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 rhys@Realtec.com

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Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Larimer Office	Colorado Commercial Executive 617 E. Eisenhower Blvd.	Loveland	General	6,792	8,000	271	1,722	\$1.41 - \$19.87	FSG	Patrick O'Donnell Realtec Commercial Real Estate Services-Loveland 970-593-9900 patricko@realtec.com
Larimer Office	4730 S. College Ave.	Fort Collins	General	6,686	9,000	386	4,100	\$12 - \$13		Steve Stansfield Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 steve@realtec.com
Larimer Office	Centre Tech II 2401 Research Blvd.	Fort Collins	General	6,384	18,675	1,664	6,384	\$11	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
Larimer Office	1611 S. College Ave.	Fort Collins	General	6,379	22,327	2,242	4,137	\$10 - \$12	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Office	Drake Executive Plaza 2625 Redwing Road	Fort Collins	General	6,364	26,683	532	2,277	\$10.44 - \$10.45	NNN	Diane Kufeke Drake Professional Park 970-223-7567 drake2627@drakepark.net
<b>Larimer Office</b>	<b>2000 S. College Ave.</b>	<b>Fort Collins</b>	<b>General</b>	<b>3,000</b>	<b>18,735</b>	<b>700</b>	<b>3,000</b>	<b>\$9.00</b>	<b>NNN</b>	<b>John Slack W.W. Reynolds Companies-Ft. Collins 970-482-4800 johns@wwreynolds.com</b>
Larimer Office	6360 Aviation Circle	Loveland	General	6,234	6,234	3,117	3,117	\$9.75	NNN	Nick Christensen Chrisland, Inc- 970-663-3150 nickc@chrislandinc.com
Larimer Office	2620 E. Prospect Road	Fort Collins	General	6,157	42,088	2,500	6,157	\$9	NNN	Terri Shields Everitt MacMillan Commercial 970-226-1500 terris@everittcompanies.com
Larimer Office	3000 S. College Ave.	Fort Collins	General	6,104	21,797	6,104	6,104	\$16	FSG	Patty Spencer Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 patty@realtec.com
Larimer Office	2975 Ginnala Drive	Loveland	General	5,961	15,000	940	3,895	\$16.50	NNN	Nathan Klein Loveland Commercial, LLC- 970-667-7000 nklein@lovelandcommercial.com
Larimer Office	Shores Office Park Bldg 5 375 E. Horsetooth Road	Fort Collins	General	5,953	13,158	1,615	5,953	\$18	NNN	Jared Goodman Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 jared.goodman@svn.com
Larimer Office	419 Canyon Ave.	Fort Collins	General	5,953	24,534	324	5,629	\$12.50 - \$19.44		Jason Ells Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Office	2537 Research Blvd.	Fort Collins	General	5,793	35,000	726	2,075	\$10 - \$11	NNN	Jason Ells Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Office	1520 E. Mulberry St.	Fort Collins	General	5,683	16,770	223	2,000	\$11.11 - \$12.11	Gross	Mark O'Donnell Doberstein Lemberg Comm. Inc- 970-221-1965 markodonnell@frii.com
Larimer Office	4557 Denrose Court	Fort Collins	Other	5,640	20,898	5,640	5,640	\$8	NNN	Jim Mokler,CCIM,SIOR Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 jim@realtec.com
Larimer Office	1853 Cheyenne Ave.	Loveland	General	5,573	5,573	1,000	5,573	Negotiable		Nathan Klein Loveland Commercial, LLC- 970-667-7000 nklein@lovelandcommercial.com
Larimer Office	Seven Generations Office Park Bldg A 3221 Eastbrook Drive	Fort Collins	General	5,500	5,500	2,750	2,750	\$17.75 - \$18.75	NNN	Steve Stansfield Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 steve@realtec.com
Larimer Office	2014 Caribou Drive	Fort Collins	General	5,228	10,268	873	4,355	\$16 - \$17	NNN	Jeffrey Doran Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jdoran@realtec.com
Larimer Office	2809 E. Harmony Road	Fort Collins	General	5,210	57,031	5,210	5,210	\$9	NNN	Rhys Christensen Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 rhys@Realtec.com
Larimer Office	Old Town Office Space 185 N. College Ave.	Fort Collins	General	5,126	5,126	5,126	5,126	\$12	NNN	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Office	1000 Centre Ave.	Fort Collins	General	5,050	6,500	5,050	5,050	\$14.75	MG	Larry Stroud Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 stroud@realtec.com
Larimer Office	4708 S. College Ave.	Fort Collins	General	5,000	9,074	5,000	5,000	\$9	Gross	Matt Patyk Realtec Commercial R-Fort Collins 970-229-9900 matt@realtec.com
<b>LARIMER INDUSTRIAL</b>										
Larimer Industrial	4424 Innovation Drive	Fort Collins	Bulk Warehouse	60,000	91,884	11,675	60,000	\$6.65	NNN	Jason Ells Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	903 Buckingham St.	Fort Collins	Bulk Warehouse	57,150	30,000	5,000	20,000	\$6	NNN	Dan Bernth Doberstein Lemberg Comm. Inc 970-221-1965 danbernth@frii.com
Larimer Industrial	2400 Midpoint Drive	Fort Collins	Flex/R&D	56,668	56,668	10,000	56,668	\$11.50	NNN	John Slack W.W. Reynolds Compan-Ft. Collins 970-482-4800 johns@wwreynolds.com
Larimer Industrial	218 Smokey St.	Fort Collins	Light Industrial	52,829	52,829	21,839	52,829	Negotiable		Richard Schepis Fuller Real Estate- 303-292-3700 rschepis@fullercompany.com
Larimer Industrial	302 3rd St.	Loveland	Flex/R&D	48,000	48,600	48,000	48,000	\$5.50	NNN	Jim Mokler,CCIM,SIOR Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 jim@realtec.com
Larimer Industrial	4424 Innovation Drive	Fort Collins	Bulk Warehouse	43,768	91,884	11,675	43,768	\$5.67	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Industrial	1212 Riverside Ave.	Fort Collins	Flex/R&D	42,189	42,189	42,189	42,189	\$5 - \$7	NNN	Marty Knappe CB Richard Ellis-Denver Downtown 303-628-1700 marty.knappe@cbre.com
Larimer Industrial	1800 E. Harmony Road	Fort Collins	Warehouse - Distribution	40,000	61,250	20,000	40,000	\$6.95	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Industrial	4856 Innovation Drive	Fort Collins	Flex/R&D	37,993	80,560	5,000	37,993	\$11	NNN	Jason Ells Realtec Commercial R-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	8101 SW Frontage Road	Fort Collins	Bulk Warehouse	27,000	39,960	4,657	27,000	\$5 - \$7.50	NNN	Peter Kast Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 pkast@realtec.com

Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Larimer Industrial	1600 Prospect Pkwy.	Fort Collins	Flex/R&D	26,200	26,200	4,699	26,200	\$9.65	NNN	John Slack W.W. Reynolds Companies-Ft. Collins 970-482-4800 johns@wwreynolds.com
Larimer Industrial	1040 N. Madison Ave.	Loveland	Light Industrial	25,500	25,500	25,500	25,500	\$6	MG	Patrick O'Donnell Realtec Commercial Real Estate Services-Loveland 970-593-9900 patricko@realtec.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	23,472	44,290	8,538	23,472	\$4.50 - \$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	23,472	44,290	8,538	23,472	\$4.50 - \$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	23,472	44,290	8,538	23,472	\$4.50 - \$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	23,472	44,290	8,538	23,472	\$4.50 - \$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	129 S. Madison Ave.	Loveland	Light Industrial	20,000	20,000	10,000	20,000	\$6.50	NNN	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Industrial	The Commons at Foothills Mall 344 E. Foothills Pkwy.	Fort Collins	Other	19,478	49,697	840	6,225	\$10	MG	Nate Heckel Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 nheckel@realtec.com
Larimer Industrial	310 N. Railroad Ave.	Loveland	Incubator	19,404	19,404	6,076	6,828	\$4 - \$6	MG	Dan Bernth Doberstein Lemburg Comm. Inc- 970-221-1965 danbernth@frii.com
Larimer Industrial	1513 Webster Court	Fort Collins	Bulk Warehouse	19,060	19,060	1,000	19,060	\$5.75	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Industrial	2506 Zurich Drive	Fort Collins	Light Industrial	19,000	86,000	3,500	19,000	\$5.50 - \$8.50	NNN	Carlos Barreras Re/Max Alliance-Greeley 970-330-5000 cbarreras@remax.net
Larimer Industrial	224 W. Harmony Road	Fort Collins	Light Industrial	18,600	18,600	18,600	18,600	\$7	NNN	Chad Hirschfield Fuller Real Estate- 303-292-3700 chirschfield@fullercompany.com
Larimer Industrial	Harmony Road & I-25 4414 E. Harmony Road	Fort Collins	Flex/R&D	17,195	30,783	17,195	17,195	\$7.50	NNN	Kevin Brinkman Brinkman Partners 970-206-4500 kevin.brinkman@brinkmanpartners.com
Larimer Industrial	4414 E. Harmony Road	Fort Collins	Warehouse - Distribution	17,195	30,000	17,195	17,195	\$7.50	NNN	Geoff Tolmachoff Brinkman Partners- 970-206-4500 geoff.tolmachoff@brinkmanpartners.com
Larimer Industrial	140 SW 2nd St.	Loveland	Bulk Warehouse	17,000	43,300	17,000	17,000	\$1	Gross	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Industrial	Precision Business Park 3855 Precision Drive	Loveland	Flex/R&D	15,687	31,374	4,232	15,687	\$12.50	NNN	Patrick O'Donnell Realtec Commercial Real Estate Services-Loveland 970-593-9900 patricko@realtec.com
Larimer Industrial	Precision Business Park 3855 Precision Drive	Loveland	Flex/R&D	15,687	31,374	2,800	11,559	\$12.50 - \$13	NNN	Ron Kuehl McWhinney Enterprises 970-962-9990 ronk@mcwhinney.com
Larimer Industrial	5874 Langley Ave.	Loveland	Flex/R&D	15,285	15,285	15,285	15,285	\$5.95	NNN	Michael Ehler Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 mehler@realtec.com
Larimer Industrial	3555 S. Lincoln Ave.	Loveland	Bulk Warehouse	15,012	15,247	3,588	15,012	\$6	NNN	Julius Tabert Sperry Van Ness, The Group Commercial, LLC 970-207-0700 Julius.Tabert@svn.com
Larimer Industrial	1900 E. Lincoln Ave.	Fort Collins	Light Industrial	14,848	14,848	14,848	14,848	\$6.75	NNN	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Industrial	2025 Sharp Point Drive	Fort Collins	Warehouse - Distribution	14,692	14,692	14,692	14,692	\$6.50 - \$7.50	NNN	Dan Bernth Doberstein Lemburg Comm. Inc- 970-221-1965 danbernth@frii.com
Larimer Industrial	6771 E. 45th St.	Loveland	Light Industrial	14,080	14,080	14,080	14,080	\$8	NNN	Patrick O'Donnell Realtec Commercial Real Estate Services-Loveland 970-593-9900 patricko@realtec.com
Larimer Industrial	1807 E. Mulberry St.	Fort Collins	Flex/R&D	13,235	29,368	1,555	4,950	\$6.95 - \$7.50	NNN	Jared Goodman Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 jared.goodman@svn.com
Larimer Industrial	307 N. Link Lane	Fort Collins	Warehouse - Distribution	13,128	13,128	13,128	13,128	\$6.95	NNN	Larry Stroud Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 stroud@realtec.com
Larimer Industrial	The Commons at Foothills Mall 344 E. Foothills Pkwy.	Fort Collins	Other	12,798	49,697	220	3,287	\$12	Gross	Nate Heckel Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 nheckel@realtec.com
Larimer Industrial	2016 E. Lincoln Ave.	Fort Collins	Incubator	10,934	17,810	1,046	6,718	\$4.50	NNN	Jason Ellis Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	1308 Duff Drive	Fort Collins	Warehouse - Distribution	10,400	40,000	2,700	5,000	\$5	NNN	Jason Ellis Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	216 Commerce Drive	Fort Collins	Light Industrial	9,571	14,472	1,582	5,203	\$4.50	NNN	Dan Bernth Doberstein Lemburg Comm. Inc- 970-221-1965 danbernth@frii.com
Larimer Industrial	2006 E. Lincoln Ave.	Fort Collins	Other	9,226	17,986	1,046	6,718	\$5.25	NNN	Jason Ellis Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	208 Commerce Drive	Fort Collins	Light Industrial	8,740	14,880	2,580	8,740	\$3.75 - \$4.75	NNN	Dan Bernth Doberstein Lemburg Comm. Inc- 970-221-1965 danbernth@frii.com
Larimer Industrial	1418 Webster Ave.	Fort Collins	Incubator	8,580	13,080	2,000	8,580	\$5.75 - \$6.75	NNN	Mark O'Donnell Doberstein Lemburg Comm. Inc- 970-221-1965 markodonnell@frii.com
Larimer Industrial	5857 Wright Drive	Loveland	Warehouse - Distribution	8,470	8,470	8,470	8,470	\$6.76	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com

Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Larimer Industrial	Premises Personal Warehouse - WIndustrialsor 7352 Greenridge Road	WIndustrialsor	Incubator	8,400	25,630	1,000	3,200	\$5.50 - \$7	NNN	Research Pending Xceligent-Colorado 816-303-5300 cdxsupport@xceligent.com
Larimer Industrial	1730 E. Prospect Road	Fort Collins	Light Industrial	8,400	250,000	8,400	8,400	\$6	Gross	Joseph Palieri II, CCIM Palieri & Associates 970-215-4713 joep@comcast.net
Larimer Industrial	1405 E. Olive Court	Fort Collins	Ware-house - Distribution	8,220	18,300	2,740	8,220	\$4.50	NNN	Larry Stroud Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 stroud@realtec.com
Larimer Industrial	2509 Research Blvd.	Fort Collins	Flex/R&D	8,132	18,132	8,132	8,132	\$14 - \$16	NNN	Terri Shields Everitt MacMillan Commercial 970-226-1500 terris@everittcompanies.com
Larimer Industrial	1290 S. Grant Ave.	Loveland	Incubator	8,000	8,000	800	8,000	\$4.88	Gross	Ken McCrady Realtec Commercial Real Estate Services-Loveland 970-593-9900 ken.mccrady@realtec.com
Larimer Industrial	500 E. Vine Drive	Fort Collins	Ware-house - Distribution	7,839	15,911	948	4,757	\$5 - \$6	NNN	Michael Jensen Keller Williams Realty-Fort Collins 970-212-2420 mike@fortcollinsre.com
Larimer Industrial	1082 Denver Ave.	Loveland	Light Industrial	7,800	7,800	7,800	7,800	\$5.95	NNN	Drew Weiman Colliers Bennett & Kahnweiler- 303-745-5800 dweiman@colliersb-k.com
Larimer Industrial	3050 Lake Canal Court	Fort Collins	Flex/R&D	7,550	7,550	7,550	7,550	\$7.50	Plus E	David Shands Keller Williams Realty-Fort Collins 970-212-2420 shands4400@aol.com
Larimer Industrial	Stewart Building 1401 Duff Drive	Fort Collins	Flex/R&D	7,500	19,144	1,875	7,500	\$5.95	NNN	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
Larimer Industrial	6604 Powell St.	Loveland	Incubator	7,200	21,600	2,400	2,400	\$9	NNN	Larry Melton Realtec Commercial Real Estate Services-Loveland 970-593-9900 larry.melton@realtec.com
Larimer Industrial	225 S. Madison Ave.	Loveland	Flex/R&D	6,500	20,000	2,000	2,500	\$4.50	NNN	Julius Tabert Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 Julius.Tabert@svn.com
Larimer Industrial	393 N. Denver Ave.	Loveland	Flex/R&D	6,300	6,300	6,300	6,300	\$6.78	NNN	Craig Hau Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 craig.hau@svn.com
Larimer Industrial	208 Racquette Drive	Fort Collins	Flex/R&D	6,250	18,700	2,750	6,250	\$5	NNN	Jason Ells Realtec Commercial R-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	241 Racquette Drive	Fort Collins	Other	6,027	14,356	2,634	3,393	\$6	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Industrial	113 Hickory St.	Fort Collins	Light Industrial	6,000	6,000	6,000	6,000	\$5.95	NNN	Dan Bernth Doberstein Lemburg Comm. Inc- 970-221-1965 danbernth@frii.com
Larimer Industrial	Oak Tech I 4700 McMurry Drive	Fort Collins	Flex/R&D	5,839	17,200	2,168	5,839	\$12	NNN	Rob Hoffmann Everitt Commercial Partners, LLC- 970-226-1500 robh@everittcompanies.com
Larimer Industrial	6340 Aviation Circle	Loveland	Flex/R&D	5,813	21,900	5,813	5,813	\$9.75	NNN	Nick Christensen Chrisland, Inc- 970-663-3150 nickc@chrislandinc.com
Larimer Industrial	121 John Deere Drive	Fort Collins	Light Industrial	5,800	5,800	5,800	5,800	\$14.48	NNN	Jason Ells Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 jason@realtec.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	5,773	44,290	5,773	5,773	\$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	5,773	44,290	5,773	5,773	\$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	5,773	44,290	5,773	5,773	\$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	255 42nd St.	Loveland	Light Industrial	5,773	44,290	5,773	5,773	\$5	NNN	Bob McConnell Prudential Rocky Mou-Loveland 970-612-1200 bobcocom@gmail.com
Larimer Industrial	6350 Aviation Circle	Loveland	Other	5,771	21,312	5,771	5,771	\$9.75	NNN	Ryan Schaefer Chrisland, Inc- 970-663-3150 ryans@chrislandcommercial.com
Larimer Industrial	604 8th St.	Loveland	Incubator	5,400	16,368	2,700	5,400	\$7	MG	Patrick O'Donnell Realtec Commercial Real Estate Services-Loveland 970-593-9900 patricko@realtec.com
Larimer Industrial	1304 Duff Drive	Fort Collins	Ware-house - Distribution	5,250	24,500	1,750	5,250	\$6 - \$7	NNN	Peter Kast Realtec Commercial Real Estate Services-Fort Collins 970-229-9900 pkast@realtec.com
Larimer Industrial	3800 Weicker Drive	Fort Collins	Flex/R&D	5,000	40,000	5,000	5,000	\$6	NNN	Dan Eckles Realtec Commercial Real Estate Services-Ft. Collins - Downtown 970-407-9900 deckles@realtec.com
Larimer Industrial	3501 S. Mason St.	Fort Collins	Other	5,000	11,250	5,000	5,000	\$9	NNN	George Holter G.A. Holter Realty 970-566-5438 holter3@aol.com
Larimer Industrial	219 N. Timberline Road	Fort Collins	Light Industrial	5,000	10,000	5,000	5,000	\$6.75	NNN	Mike Eyer Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 mike.eyer@svn.com
Larimer Industrial	524 W. 69th St.	Loveland	Flex/R&D	5,000	9,600	2,000	5,000	\$7.50	NNN	Travis Ackerman Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 travis.ackerman@svn.com
<b>Larimer Industrial</b>	<b>Ironwood Plaza - Unit G 3201 E. Mulberry St.</b>	<b>Fort Collins</b>	<b>Light Industrial</b>	<b>1,750</b>	<b>4172</b>	<b>1,750</b>	<b>1,750</b>	<b>\$7.50</b>	<b>NNN</b>	<b>Steve Kawulok Sperry Van Ness, The Group Commercial LLC 970-207-0700 steve.kawulok@svn.com</b>
<b>WELD OFFICE</b>										
Weld Office	TriPointe Business Center 3001 8th Ave.	Evans	General	91,829	230,000	150	28,987	\$2.95 - \$13		Brandi Spencer Colorado and Santa Fe Real Estate-Broomfield 303-466-2500 bspencer@coloradosantafe.com

Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Weld Office	Plug and Play 7251 4th St.	Greeley	Other	48,000	48,000	48,000	48,000	\$8	NNN	Blaine Herdman Re/Max Alliance-Greeley 970-330-5000 bherdman@rmfa.com
Weld Office	Marina Plaza 1870 Marina Drive	Windsor	Medical	39,736	60,000	1,337	6,908	Negotiable		Ryan Bach Eagle Rock Realty & Management 970-218-8975 rbach@watervalley.com
Weld Office	2015 Clubhouse Drive	Greeley	General	27,719	27,810	27,719	27,719	\$18 - \$21	NNN	Tracy Beal The Group Inc.-Stone Creek 970-679-1544 tbeal@thegroupinc.com
Weld Office	TriPointe Business Center 3001 8th Ave.	Evans	General	21,915	230,000	21,915	21,915	\$2.95	NNN	Brandi Spencer Colorado and Santa Fe Real Estate-Broomfield 303-466-2500 bspencer@coloradosantafe.com
Weld Office	3459 20th St.	Greeley	General	14,387	23,072	2,988	4,953	Negotiable	NNN	Steve Griffith Realtec Commercial Real Estate Services-Greeley 970-346-9900 steveg@realtec.com
Weld Office	1901 56th Ave.	Greeley	General	12,683	21,581	1,765	12,683	\$11	NNN	Julius Tabert Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 Julius.Tabert@svn.com
<b>Weld Office</b>	<b>711 10th St.</b>	<b>Greeley</b>	<b>General</b>	<b>8,608</b>	<b>8,608</b>	<b>3,162</b>	<b>8,608</b>	<b>\$4 - \$8.50</b>	<b>NNN</b>	<b>Ron A. Kohl Re/Max Alliance-Greeley 970-330-5000 ronkohl@remax.net</b>
<b>Weld Office</b>	<b>1015 39th Ave.</b>	<b>Greeley</b>	<b>General</b>	<b>8,484</b>	<b>8,484</b>	<b>8,484</b>	<b>8,484</b>	<b>\$8 - \$10.50</b>	<b>NNN</b>	<b>Ron A. Kohl Re/Max Alliance-Greeley 970-330-5000 ronkohl@remax.net</b>
Weld Office	61 Erie Parkway	Erie	General	8,110	8,110	1,150	8,110	\$18 - \$20	NNN	Tom Van Lone Keller Williams Fron-The Van Lone Team 720-259-1373 tvanlone@comcast.net
<b>Weld Office</b>	<b>1701 23rd Ave.</b>	<b>Greeley</b>	<b>General</b>	<b>7,300</b>	<b>29,875</b>	<b>3,000</b>	<b>7,300</b>	<b>\$8.50</b>	<b>FSG</b>	<b>Ron A. Kohl Re/Max Alliance-Greeley 970-330-5000 ronkohl@remax.net</b>
Weld Office	11409 Business Park Circle	Firestone	General	6,877	23,951	445	6,432	\$12.95 - \$16	NNN	Chris Boston Gibbons-White, Inc.- 303-442-1040 cboston@gibbonswhite.com
Weld Office	West Point Professional 920 54th Ave.	Greeley	General	6,124	24,528	6,124	6,124	\$12	NNN	Nick Berryman Realtec Commercial Real Estate Services-Greeley 970-346-9900 nberryman@realtecgreeley.com
Weld Office	2723 W. 11th St. Road	Greeley	General	5,300	5,300	5,300	5,300	\$13	NNN	Jim Neufeld Sperry Van Ness, The Group Commercial, LLC 970-207-0700 Jim.neufeld@svn.com
Weld Office	1601 Pelican Lakes Point	Windsor	General	5,100	10,300	1,418	5,100	\$20	NNN	Ryan Bach Eagle Rock Realty & Management 970-218-8975 rbach@watervalley.com
Weld Office	Traynor Office Park 4775 Larimer Pkwy.	Johnstown	General	5,051	11,643	1,400	5,051	\$18	NNN	Cole Herk Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 cole.herk@svn.com
<b>WELD INDUSTRIAL</b>										
Weld Industrial	Boomerang Business Park 712 71st Ave.	Greeley	Flex/R&D	271,821	271,821	20,000	271,821	\$8.15	NNN	Kevin Brinkman Brinkman Partners- 970-206-4500 kevin.brinkman@brinkmanpartners.com
Weld Industrial	2950 Colorful Ave.	Longmont	Flex/R&D	60,400	119,467	16,000	60,400	\$4.50 - \$6.50	NNN	John Weston Weston Enterprises Realty, Inc.- 303-985-801 jweston2@aol.com
Weld Industrial	821 County Road 27	Brighton	Light Industrial	58,090	58,090	7,000	22,200	Negotiable		Ryan Good CB Richard Ellis-Denver 720-528-6300 ryan.good@cbre.com
<b>Weld Industrial</b>	<b>2234 117th Ave.</b>	<b>Greeley</b>	<b>Warehouse - Distribution</b>	<b>44,900</b>	<b>46,125</b>	<b>8,980</b>	<b>45,635</b>	<b>\$4.75 - \$5.50</b>	<b>NNN</b>	<b>Ron A. Kohl Re/Max Alliance-Greeley 970-330-5000 ronkohl@remax.net</b>
Weld Industrial	4107 S. Valley Drive	Longmont	Light Industrial	28,121	36,140	8,134	10,560	\$4.50 - \$5.72	NNN	Noreen Canaday Colorado Gold Properties- 720-480-1589 noreencanaday@aol.com
Weld Industrial	Long's Peak Business Center 5073 Silver Peaks	Dacono	Flex/R&D	22,750	80,000	2,873	8,811	\$5 - \$10	NNN	James O'Malley Resolute Investments 303-645-0545 jomalley@resoluteinvestments.com
Weld Industrial	115 N. 6th Ave.	Greeley	Light Industrial	21,056	46,578	2,400	15,056	\$3 - \$6.50	MG	Nick Berryman Realtec Commercial Real Estate Services-Greeley 970-346-9900 nberryman@realtecgreeley.com
Weld Industrial	2111 2nd Ave.	Greeley	Light Industrial	20,000	20,000	20,000	20,000	\$3	NNN	Nick Berryman Realtec Commercial Real Estate Services-Greeley 970-346-9900 nberryman@realtecgreeley.com
Weld Industrial	960 Diamond Valley Drive	Windsor	Light Industrial	18,975	38,000	6,000	18,975	\$7.50 - \$8.50	NNN	Todd Bruteig Poudre Realty 970-686-5828 tbruteig@msn.com
Weld Industrial	1470 42nd St.	Evans	Other	17,500	22,000	1,500	9,500	\$6.75	NNN	Mark Bradley, CCIM Realtec Commercial Real Estate Services-Greeley 970-346-9900 mbradley@realtec.com
Weld Industrial	19009 Hwy 392	Lucerne	Other	16,300	16,300	1,600	4,800	\$4 - \$4	Gross	Blaine Herdman Re/Max Alliance-Greeley 970-330-5000 bherdman@rmfa.com
Weld Industrial	4104 WCR 22	Longmont	Flex/R&D	16,090	16,090	16,090	16,090	\$6.25	NNN	Ken Kanemoto Prudential Rocky Mountain, Realtors-Longmont 303-772-7100 ken@longmontcommercial.com
Weld Industrial	4289 Commerce Drive	Frederick	Light Industrial	16,000	16,000	16,000	16,000	\$8	NNN	Annie Lund Gibbons-White, Inc.- 303-442-1040 annie@gibbonswhite.com
Weld Industrial	4100 S. Valley Drive	Frederick	Light Industrial	15,250	16,195	15,250	15,250	\$4.95	NNN	Ken Kanemoto Prudential Rocky Mountain, Realtors-Longmont 303-772-7100 ken@longmontcommercial.com

Type	Property name/address	City	Use	Available SF	Bldg. size	Min. divisible	Max. contiguous	Lease rate	Lease type	Listing agent
Weld Industrial	3762 Puritan Way	Frederick	Flex/R&D	15,000	15,000	5,000	15,000	\$8.12	NNN	Kay Corken Marx Real Estate Corp.- 303-761-4006 kcorken920@aol.com
Weld Industrial	14330 Longs Peak Court	Longmont	Light Industrial	14,280	14,280	14,280	14,280	\$6	MG	Carol Davis Summit Real Estate and Marketing LLC 953-592-0070 c21cdavis@aol.com
Weld Industrial	Gateway Center 320 Gateway Drive	Johnstown	Warehouse - Distribution	14,000	27,394	14,000	14,000	\$5.25	NNN	Chad Hirschfield Fuller Real Estate- 303-292-3700 chirschfield@fullercompany.com
Weld Industrial	1567 Skyway Drive	Longmont	Flex/R&D	14,000	15,016	2,500	14,000	\$3	NNN	Eric Rutherford Wright-Kingdom Inc- 303-443-2240 erutherford@wkre.com
Weld Industrial	701 Automation Drive	Windsor	Bulk Warehouse	14,000	26,750	7,500	14,000	\$9 - \$11	NNN	Kevin Brinkman Brinkman Partners 970-206-4500 kevin.brinkman@brinkmanpartners.com
Weld Industrial	701 Automation Drive	Windsor	Bulk Warehouse	12,750	26,750	12,750	12,750	\$5 - \$6	NNN	Kevin Brinkman Brinkman Partners 970-206-4500 kevin.brinkman@brinkmanpartners.com
Weld Industrial	99 Factory Road	Eaton	Bulk Warehouse	12,500	98,400	12,500	12,500	\$2.50	NN	Dick Thomas Thomas Real Estate Company 720-298-7536 rft1295@yahoo.com
Weld Industrial	514 14th St.	Greeley	Light Industrial	12,233	12,233	12,233	12,233	\$3	NNN	James Vetting Wheeler Management G-Wheeler Management Group 970-352-5860 jvetting@wheelermgmt.com
Weld Industrial	152 30th St.	Greeley	Bulk Warehouse	12,164	24,821	12,164	12,164	\$4	NNN	Mark Bradley, CCIM Realtec Commercial Real Estate Services-Greeley 970-346-9900 mbradley@realtec.com
Weld Industrial	8463 W. I-25 Frontage Road	Longmont	Flex/R&D	11,589	11,589	1,440	11,589	Negotiable		Brady Welsh Bitzer Real Estate Partners- 303-296-8500 bwelsh@bitzerrep.com
Weld Industrial	2425 W. I-25 Frontage Road	Erie	Light Industrial	11,000	11,000	11,000	11,000	\$6.54	Gross	Mark Dwyer Lincoln Property Company-Denver 303-893-1886 mdwyer@ipc.com
Weld Industrial	265 Basher Drive	Berthoud	Flex/R&D	10,864	21,750	3,682	7,182	\$6.50	NNN	Mike Eyer Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 mike.eyer@svn.com
Weld Industrial	1285 Factory Circle	Fort Lupton	Light Industrial	10,002	10,002	10,002	10,002	\$6.50	NNN	Scott Garel Frederick Ross Company- 303-892-1111 sgarel@frederickross.com
Weld Industrial	12556 E. Weld County Road 2 1/2	Brighton	Light Industrial	10,000	10,000	1,000	10,000	\$1.20	NNN	Ryan Good CB Richard Ellis-Denver 720-528-6300 ryan.good@cbre.com
Weld Industrial	1531 Skyway Drive	Longmont	Flex/R&D	10,000	20,000	10,000	10,000	\$3	NNN	Eric Rutherford Wright-Kingdom Inc- 303-443-2240 erutherford@wkre.com
Weld Industrial	8123 W. I-25 Frontage Road	Erie	Light Industrial	9,960	9,960	9,960	9,960	\$10.24	NNN	Scot Huber Colliers Bennett & Kahnweiler- 303-745-5800 shuber@colliersb-k.com
Weld Industrial	Valley 66 Business Park 14116 Valley Drive	Longmont	Light Industrial	8,250	20,250	3,750	4,500	\$6	MG	Carol Davis Summit Real Estate and Marketing LLC 953-592-0070 c21cdavis@aol.com
Weld Industrial	14052 Valley Drive	Mead	Bulk Warehouse	8,000	27,960	8,000	8,000	\$4.95	NNN	Chris Ball SIOR Fuller Real Estate- 303-292-3700 cball@fullercompany.com
Weld Industrial	I-25 Gateway Center 5186 Longs Peak Road	Johnstown	Light Industrial	7,920	25,440	2,640	5,280	\$6.50	Gross	Patrick O'Donnell Realtec Commercial R-Loveland 970-593-9900 patricko@realtec.com
Weld Industrial	1111 Diamond Valley Drive	Windsor	Flex/R&D	7,725	14,147	2,575	7,725	\$6	NNN	Travis Ackerman Sperry Van Ness, The Group Commercial, LLC 970-207-0700 travis.ackerman@svn.com
Weld Industrial	3770 Eureka Way	Frederick	Light Industrial	7,200	80,150	3,200	7,200	\$6.50	NNN	Bill Downes Keller Williams Foothills-Evergreen 303-679-0300 billdownes@evergreencommercial.net
Weld Industrial	2546 S. Main St.	Erie	Bulk Warehouse	7,000	7,000	1,500	4,000	Negotiable		Jon Kleppe Penmen Development- 303-246-8740 jkleppe@thepark.net
Weld Industrial	15457 Hwy 52	Fort Lupton	Light Industrial	7,000	7,000	7,000	7,000	\$5.13	MG	Teresa Vendegnia Re/Max Northwest, Inc.- 303-457-4800 teresav@remax.net
Weld Industrial	1112 40th St.	Evans	Light Industrial	6,945	43,297	1,125	6,945	Negotiable		Stephen Tebo Tebo Development Co.- 303-447-8326 mail@tebo.biz
Weld Industrial	4410 N. Valley Drive	Longmont	Light Industrial	6,000	6,000	6,000	6,000	\$5.50	NNN	Ron A. Kohl Re/Max Alliance-Greeley 970-330-5000 ronkohl@remax.net
Weld Industrial	3257 35th Ave.	Evans	Flex/R&D	5,187	5,187	5,187	5,187	\$5.50	NNN	Julius Tabert Sperry Van Ness, The Group Commercial, LLC- 970-207-0700 Julius.Tabert@svn.com
Weld Industrial	Hangar Bldg. 3 3000 Airport Drive	Erie	Other	5,000	2,500	1,200	2,500	\$7.20	NN	Babette Andre MB Cherry Creek- 303-399-2566 byandre@juno.com
Weld Industrial	Hangar Bldg. 3 3000 Airport Drive	Erie	Other	5,000	2,500	1,200	2,500	\$7.20	NN	Babette Andre MB Cherry Creek- 303-399-2566 byandre@juno.com
Weld Industrial	Hangar Bldg. 3 3000 Airport Drive	Erie	Other	5,000	2,500	1,200	2,500	\$7.20	NN	Babette Andre MB Cherry Creek- 303-399-2566 byandre@juno.com
Weld Industrial	3773 Monarch St.	Frederick	Incubator	5,000	35,000	5,000	5,000	\$6.25 - \$7	NNN	Keith Kanemoto Prudential Rocky Mountain, Realtors-Longmont 303-772-7100 Keith@kanemoto.com

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## Cocktail reception and awards program

Embassy Suites  
Loveland, CO

Wednesday,  
March 24, 2010  
5:30 – 7:30 p.m.

To reserve your tickets and tables, contact De Dahlgren at [ddahlgren@ncbr.com](mailto:ddahlgren@ncbr.com) or call 970.221.5400 for more information.

Individual ticket: \$45  
Private reserve sponsored table: \$450

Being recognized for “entrepreneurship” can have many connotations. To me it designates the capacity to create a positive energy that impacts people, places, products or projects. So when I accepted the Bravo Entrepreneurship Award for Aims in the category of Regional Spirit, it was with a sense that Aims creates that positive energy force for northern Colorado through its programs and services and people. I hope that we never lose that spirit.

– Dr. Marilynn ‘Marsi’ Liddell, President, Aims Community College

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IN NORTHERN COLORADO

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