# Northern Colorado



Q&A with NCEDC CEO Walt Elish on his first year.



THE EDGE Marketing: Is Google really that altruistic?

Volume 18 | Issue 3 | Nov. 2-15, 2012

# **Abound Solar plagued by defective panels**

Its reports to DOE reveal issues that contributed to its demise

**BY STEVE LYNN** 

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Abound Solar filed quarterly reports with the U.S. Department of Energy that reveal a history of defective products, equipment problems and repeatedly missed revenue and production goals.

Although the failed company's financial results were redacted in the reports by the energy department, the documents make clear that the Loveland-based solar-panel maker's revenue and production levels came in lower than it had anticipated in every quarter of 2011.

Abound's highly publicized Chap-

ter 7 bankruptcy this July resulted in the layoffs of 125 people, on top of the 280 it had laid off earlier in the year, and the closure of facilities in Larimer and Weld counties.

Its bankruptcy came amid a year of tumult and spreading uncertainty in the solar industry, but has stood out because Abound, established in

2007, had drawn down \$70 million on a \$400 million DOE-backed loan. The loan — supported by members of Congress from both parties — was cut off in September 2011.

Taxpayers are expected to lose \$40 million to \$60 million in the bankruptcy, according to the energy department. Investors, including Pat Stryker's Bohemian Cos., are also

➤ See Abound, 14



The Northern Colorado leg of next year's USA Pro Challenge could begin at The Ranch in Loveland.

# **Pro bike race** bidding team seeking \$600K

BY MOLLY ARMBRISTER

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The group behind Northern Colorado's bid for the USA Pro Challenge is looking to raise as much as \$600,000 to bring the bike race to Larimer County.

Half of that sum has already been verbally committed to the cause, contingent upon Northern Colorado's bid being selected by the powers that be within USA Pro Challenge, according to Jim Clark, executive director of the Fort Collins Convention and Visitors Bureau.

Various municipalities, local organizations and a

➤ See Cycling, 7

# New \$50 million PERA venture fund aimed at growth companies

**BY STEVE LYNN** 

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The state Public Employees' Retirement Association has established a venture fund that plans to pump up to \$50 million into a dozen or so Colorado businesses over the next five years.

But startups, apparently regardless of how promising, shouldn't get their hopes up. PERA's mostly interested in companies that have already shown a

"Over time, the amount of money available for

... emerging entrepreneurs and management teams has diminished in Colorado, and PERA saw the mutual benefit providing much-needed capital for Colorado's business community," said Tim Moore, PERA's director of Alternative Investments.

➤ See PERA, 21

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# **Banking** Finally, some good

news after so much

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# NCEDC chief Elish grades himself 'B+'

#### BY MOLLY ARMBRISTER

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Walt Elish, the CEO of the Northern Colorado Economic Development Corp., has been in his job for about a year now. With the NCEDC annual meeting scheduled for Nov. 14, the Business Report checked in with Elish to get a preview of what is likely to be announced at the event and see how things have gone since he arrived. Here are excerpts from that conversation:

Question: Former Assistant Secretary for Economic Development in the U.S. Chamber of Commerce David A. Sampson once said that the "bottom line of economic development today is about building prosperity – a high and rising standard of living." In your year on the job, what have you done to build prosperity in Larimer County?

Answer: That's been the mission of the NCEDC since before I got here. That's why we focus on primary employers. Our statistics will show that the kind of companies that we're working with and attracting have well above average wages and good benefits. One of the things that we need to do is to understand our communities. What I've done is instructed



BUSINESS REPORT FILE PHOTO

Elish says his organization plans to be more aggressive in the year ahead.

our employees that we need to have a good understanding of who our communities are. That's one thing I had to get up to speed on relatively quickly. I've made a point to really understand the nuances of each one of our communities and what makes sense for them. ... We want to be a lot more aggressive. We need to be. We should be, because it's a great place to sell. We're going to continue to do the things we do in business retention, but we're going to put more emphasis on business attraction.

Q: What relationships have you built with other economic development leaders, such as presidents of chambers of commerce, and how have you leveraged those relationships to generate the most mutually beneficial outcome?

A: That's something that I think I've brought to this position. I think that's one of my strengths. Economic development is a team sport. We like to think we're going to go out and generate the leads, but we have to have the support of the community behind us. We work with Fort Collins, Loveland, Johnstown, Wellington and Estes Park, to name a few. It looks like Estes Park might become an investor in NCEDC. Estes Park's

➤ See Elish, 6

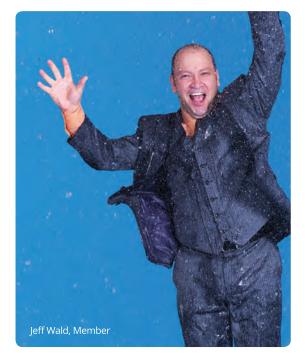
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# \$6M in tax breaks to help in job-creation

BY MOLLY ARMBRISTER

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The City of Fort Collins' economic development office hopes to offer \$6 million in tax breaks and similar incentives over the next two years to help recruit and retain companies.

The Economic Health Office, headed by Josh Birks, is also looking to spend five times as much money — a total of \$50,000 a year — to help the Northern Colorado Economic Development Corp. identify and attract certain types of companies to bring to the city.

It also wants to spend money helping to promote local retailers.

Those are the highlights of the spending plans that would have a direct impact on business in the twoyear spending blueprint now before the council.

Excluding rebates offered to businesses, Economic Health's budget would increase by less than 5 percent, hovering around \$1 million in each of the next two years.

The \$6 million in incentives includes \$2 million in sales- and usetax rebates in 2013 and another \$4 million for 2014.

None of this is new money, per se, though these dollars were not included in past budgets, Birks said. The \$6 million was added for 2013-14 as part of a push for greater transparency, he said.

The rebates — based on dollars created by new economic activity are used to assist so-called primary employers with relocation and expansion efforts.

The Economic Health Office is also seeking a \$40,000 increase in the "investment" it makes in the NCEDC. Right now, the city spends \$10,000 a year in NCEDC, Birks said, but his department is asking to increase that amount to \$50,000.

The money, Birks said, would be used to work with the NCEDC to target supply-chain gaps.

Some companies here import raw products from elsewhere in the country to manufacture their products,

➤ See Economic Health, 21



COURTESY TRANSFORT

MAX will have stops every half-mile long its five-mile route along Mason Street.

# Forcast: 1.2M MAX riders in first year

BY MOLLY ARMBRISTER

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The Mason Corridor MAX Bus Rapid Transit system could see as many as 1.25 million riders in its first year — more than double the ridership figures for the two lines it will replace.

The five-mile project has been in the works since the 1990s and is set to begin service in 2014, with eight buses, each worth \$840,000, making stops every half-mile between Harmony Road and the Transit Center downtown.

Kurt Ravenschlag, general manager

for Transfort, the transit agency that is building and will oversee MAX, said the ridership formula — called the Travel Demand Model — is used nationwide.

The city was required to use this model in order to qualify for the Federal Transportation Administration grant it received to fund the project. Fort Collins received a \$54.5 million grant from the FTA in May, the last piece in the funding for the \$87 million project.

As ambitious as the 1.25 million figure might sound, the Demand Model Process determines ridership



based on the careful consideration of a number of factors.

The process begins with determin-

➤ See Max, 22

# Wind turbines causing illness? Really?

Tind power has had its share of problems of late, and now, to top things off, people are claiming they've been made sick by the hums and vibrations from nearby wind farms.

The Washington Post dug into this topic recently, citing a report that residents of a Massachusetts town complained of headaches, nausea and insomnia from a wind turbine.

The good news? Whenever public health researchers look into the issue, they find little evidence of "wind turbine syndrome."

Simon Chapman, a professor of public health at University of Sydney, told the newspaper that reviews of available evidence about wind

farms and health show that "wind turbines can annoy a minority of people in their vicinity, but there is no strong evidence that they make people ill."

Keith Kloor of Discover Magazine surmises that wind turbine syndrome could result from the "nocebo" effect.

That means people who have heard accounts of wind turbines

➤ See Eye, 24

# Rail line would rely on new tax district to make it go

**BY STEVE LYNN** 

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A proposed \$3 billion commuter rail that would link Northern Colorado with Denver would draw its funding from a tax on new buildings in the areas it serves.

Whether the Northern Colorado Commuter Rail project ever picks up steam is the big question.

The group that crafted the proposal has called for as many as 94 stations at full build-out. The rail would travel along Burlington Northern Santa Fe, Great Western Railway and Union Pacific railway, connecting Northern Colorado communities along the way.

Its proponents believe the project would reduce traffic and air pollution, but the construction costs would be borne by developers building structures near the rail line's stations.

Money for rail projects isn't in great supply nowadays.

The proposal comes amid complaints by cities near Denver that they may not see any part of a light rail system until 2044 despite the fact they have funded the FasTracks project since 2005. Taxpayers in Denver's northern suburbs have contributed more than \$240 million of the approximately \$1 billion in tax receipts to RTD for commuter rail.

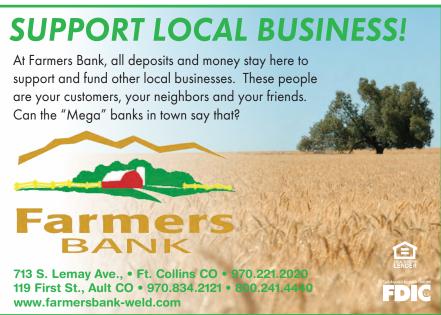
The Northern Colorado Commuter Rail also is not the only rail project under consideration in the region. The Colorado Department of Transportation plans to ask the federal government to fund a commuter rail service with nine stations connecting Fort Collins and Longmont using BNSF Railway Co. right-of-way.

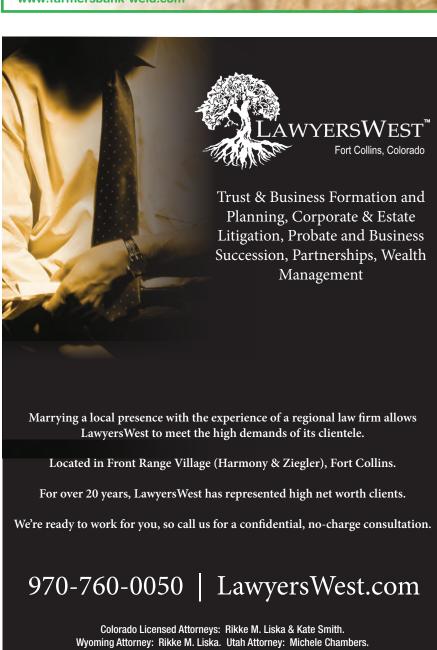
Despite all of this, leaders of the nonprofit Northern Colorado Commuter Rail say they are undeterred.

They envision the tax on new structures within rail station districts

➤ See Rails, 4

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#### RAILS from 3

would fund bond issues to generate the capital needed to build the first phase of the rail. Developers would pay the one-time, per-unit tax but homebuyers would get to ride for free.

The tax could amount to \$16,000 for each dwelling unit, or \$50 per square foot, said Dave Ruble, president of Northern Colorado Commuter Rail.

Ruble and his partner are assuming growth in the coming years would lead to an average of 1,000 new homes and 350,000 square feet of commercial space per station district

Others who live outside the rail station districts would have to pay a fare to ride.

The plan is to generate about \$33 million in revenue every time a rail station is built, said Ruble, who worked in the Colorado Department of Transportation's planning department for three decades. He now owns a consulting business, DB Enterprise LLC.

The idea is that people would be willing to pay more for property because the rail would add value. And perhaps families might not have to buy a second car if they use the rail instead, Ruble said.

Loveland Mayor Cecil Gutierrez believes multiple transit options should be studied, including rail. As the population both increases and ages, governments will have to take a closer look at public transit, he said.

But he doesn't think the public could stomach a tax increase in a still-weak economy where even the Colorado Department of Transportation has seen its share of budget cuts.

In Loveland, any fees charged to

developers for the rail would add to capital expansion fees the city already charges to fund a variety of city services, including parks and the public library.

"That really adds a significant amount of dollars to those expansion fees," he said.

Roger Hoffmann, vice president of the nonprofit, points out that adding lanes to Interstate 25 would cost taxpayers a great deal while not necessarily easing long-term traffic congestion.

The group will know more about the project once it commissions a consultant to do a \$2 million feasibility study.

"This really would look at, 'Is \$16,000 too much? Is \$50 too much? Do we have to offer them a free ride on the system or could we just charge them a fee and not offer any benefits?" Ruble said.

The group plans to approach Northern Colorado city councils and businesses as well as state and federal governments to ask for contributions for the feasibility study.

Gutierrez would not predict how councilors would react to such a proposal, but he's certain they would need more details.

"There's a lot more work yet to be done, a lot more discussion," he said. "I don't think we can focus on one mode of transportation at this particular point in time."

Residents have heard the group's presentation at meetings and even Great Western Railway representatives have shown interest in the project, but Hoffmann and Ruble know getting it built won't be easy.

As Ruble put it, "We're probably five to 10 years away from even thinking about having operations begin."

# **CORRECTIONS**

A story in the Oct. 19-Nov. 1 on water recycling efforts by oil companies should have said Halliburton is opening a water supply facility to which it will add water treatment services in the future, assuming it receives permits from state and county governments. Also, the company has the ability to treat as many as 25,000 barrels of water per day from each of its mobile water treatment units. Hydraulically fracturing a horizontal well can consume more than 2 million gallons.

The Business Report will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Allen Greenberg at 970-232-3142, or email him at agreenberg@ncbr.com.

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# Finally, more good news than bad for banks

Por all the trouble financial institutions have had in recent years, and for as far as they have had to go to regain what they lost, there has been some good news in the banking world lately.

Six banks that are either based or at least do business in Northern Colorado have announced that they're opening new branches within the last six months, and it has been well over a year since the last time a Northern Colorado bank was closed by regulators.

Warren Federal Credit Union is also expanding its presence in Colorado, opening its first full branch in Fort Collins next month.

That makes seven new branch openings associated with Northern Colorado in less than a year, and zero bank failures so far in 2012.

That's your cue for a cheer, folks. Last year, just two new branches were opened, and two banks were declared insolvent by the Division of Banking and purchased by other institutions in July 2011.

Even the bad news this year hasn't been as bad as it was.

Until recently, Capital West National Bank was under a consent order with regulators, but as I wrote in my last banking column, new leadership and tighter lending rules led to conditions that released them from that order in June.

Loveland-based Advantage Bank



**BANKING** *Molly Armbrister* 

is also operating under the watchful eye of regulators and has been doing so since 2009, but also since June, has been steadily improving with the launch of a shareholder offering last

winter.

Larger Colorado banks such Guaranty Bank and Trust and FirstBank have announced multiple branch closures this year as they become leaner to deal with the new financial landscape.

At the same time, however, both of these banks have made moves to expand in other areas, with Guaranty purchasing the Denver-based investment firm Private Capital Management in August and First-Bank readying to open a branch in Glenwood Springs.

The most recent bank deposit numbers from the Federal Deposit

Insurance Corp. are up, and at many institutions, so is lending, even if the increase is slight.

All of this boils down to a one thing: banking's getting better, at least in Northern Colorado.

Amid all of this better news, there is something on the horizon that's getting community bankers a little worked up.

Actually, make that a lot worked up.

Nationwide, 15,000 community bankers have signed a petition against something called Basel III, a set of rules aimed at alleviating uncertainty in markets across the globe. The regulations are the product of a brainstorming session involving central bankers and bank regulators in Basel, Switzerland, in September 2010.

The rules, which go into effect Jan. 1 and will then be phased in until 2019, were created with large international banks in mind. These banks are interconnected enough that when one takes a hit, the rest of the world's financial system feels the pain.

To try and prevent trouble within these banking giants, international regulators agreed that banks would have to increase their Tier 1 capital, considering the strongest form of reserves, potentially by as much as four times, according to Morgan Stanley Smith Barney.

Sounds like a pretty good idea. The worry though, on the part of the community bankers, is that all of these new requirements seem to be headed their way as well, even though the day-to-day goings-on at any of our community banks are unlikely to send shockwaves through the global financial system.

Instead of preventing a global meltdown, community bankers say, Basel III will prevent them from lending, which in turn will prevent small businesses from getting their start.

Northern Colorado-specific numbers aren't available, but the Independent Community Bankers of America estimates that in Colorado, banks' ability to lend would be cut by up to \$3 billion.

One local bank has sent a letter directly to national regulators in an attempt to make its voice heard.

Loveland-based Home State Bank sent a letter last month to the head honchos at the Office of the Comptroller of the Currency, the Federal Reserve and the FDIC to outline

➤ See Banking, 24



#### **ELISH** from 2

focus has been tourism, so NCEDC may have looked at that and thought there wasn't a fit there. But we've reached out to them and generated trust in us, and I think that's one of the reasons why they're considering investing in us.

Q: Larimer County, specifically Fort Collins, is home to economic drivers like the superclusters at CSU and the Rocky Mountain Innosphere. How have you leveraged these institutions to grow the economy here?

A: I'm on the Innosphere's board, and we have CSU as an ex-officio member on our board. We want to get a better handle on what is truly our niche. The state has about 18 industry clusters. On our website, we have seven. All seven still may be appropriate for us. Cleantech, bioscience, water and advanced manufacturing all make sense. What we want to do in the coming year is look at those and ask, "Within these clusters, what is our unique selling proposition?" We need to be really focused on who we go after and who we target. We're going to really look at our industry clusters and make sure they're still relevant and who within that industry sector is someone we really should be focused on.

Q: The idea of regionalism has been tossed around many times, with many in Northern Colorado who approve of combining NCEDC and Upstate Colorado, the economic development organization for Weld County. What are your feelings on this topic? Do you think that such collaboration would be possible and/or beneficial?

A: I'm a collaborator, and I also recognize that we're promoting Northern Colorado. We believe, and Upstate believes, and even down in Longmont, that what's good for one is good for all. A few years before I came on board, our board and Upstate's board looked at that and decided it didn't make good economic sense. When I first got here, there were other issues for me to address. We wanted to bring stability to NCEDC and to grow NCEDC. Eric Berglund (at Upstate) was one of the first people I reached out to when I got here, and we've worked very well together. At this point, we're working to collaborate. At this point in time, a merger is probably not in the cards, but we're going to work to strengthen the relationship going forward.

Q: You have said previously that you hope to grow NCEDC's budget from its current level, of around \$600,000 annually, to pre-recession levels, closer to \$700,000 or \$800,000. How do you plan to do this?

A: Well we're doing that every day. The first thing that I needed to do was to retain our existing base. The investors wanted to know the NCEDC is going to stay here and is going in the right direction. They wanted to get a We need to be really focused on who we go after and who we target.

Walt Elish CEO NCEDC

feel for me as the new CEO. For the first few months, I was spending a lot of my time meeting with our existing investor base. Because of the recession, we lost some investors, and others scaled back their contributions. We're going back to those investors now with a plan to say, "This is where we're headed and to get there, we need to raise more money." At the same time we're going to try and generate new investors. There are a couple of ways to do that. One option is to do a fundraising campaign. Our investor relations committee at this point thinks that we can generate funds through one-on-one conversations. At some point, we may embark on a campaign when there's more confidence in the economy.

Q: After having been on the job for a year, how would you grade yourself? A: I think I would give myself a B-plus. I believe that I've been able to stabilize and now put NCEDC in a position to grow. We needed to instill confidence back in NCEDC, and I believe that we have done that. That was one of the more important things I wanted to do this year. I work for a board, and if my board didn't believe that we'd achieved that, I'd have heard about it. Even though 88 percent of our funding comes from the private sector, the 12 percent that comes from the public sector is important. We needed to restore confidence back with Fort Collins and Loveland, and they feel good about where we're headed. Our prospects and lead generation numbers will show we're above last year's numbers, and I think that's a positive sign. As of September, we're at 75 prospects. Last year we generated 72. What we need to do is close some of those deals. We know that internally and the board knows that. The way we want to do that is by having more control over the requests that come in.

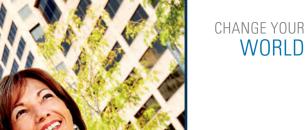
#### Q: What specific plans do you have for your second year in this position?

A: The biggest goal for next year is to generate more leads and close more deals. We're still putting numbers together to determine what's realistic. Next year, we'll look at the economy and what we can do realistically to add jobs. We'll also want to increase our investor base.



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# **CYCLING** from 1

private donor who wishes to remain anonymous have all agreed to contribute financially and with in-kind services, in the event that Northern Colorado is chosen as a host for a stage of the bike race.

So far, \$50,000 in commitments have been made by the cities of Fort Collins and Loveland each. Windsor and Estes Park have verbally committed \$10,000 each, as has the Fort Collins Downtown Business Association. The Fort Collins CVB has committed \$20,000.

NoCoCycling, a committee made up of tourism experts, cycling aficionados and local business owners is working to assemble Northern Colorado's bid, which must be submitted to USA Pro Challenge by Nov. 16. Winning bids will be announced in December.

The bid will recommend that the race come through Northern Colorado on day six of the seven-day race. The proposed route will begin at The Ranch in Loveland and will travel west to Estes Park before turning around and heading back to Fort Collins for a post-race party in Old Town.

The entire race will end in Denver the following day.

The Northern Colorado route could take riders along Highway 34, Clark said, but that's not set in stone yet. Previous rides have used mostly state highways. In town, some roads will have to be shut down for cyclists to make their way through, but for an hour or two at the most, Clark said.

This year's race totaled 683 miles over seven days, and its economic impact, as estimated by IFM North America, was \$99.6 million for the state, a significant bump over the \$83 million in economic impact seen in 2011.

The Leeds School of Business at the University of Colorado in Boulder recently tallied the economic impact of the race on Boulder, which hosted the sixth day of the 2012 race.

Visitors who came to Boulder specifically to watch the event spent an estimated \$2.4 million. About \$48,000 in sales tax revenue made its way into city coffers from that day. The City of Boulder spent about \$283,000 to host the race.

Clark said that economic impact is not what's most important to him.

Instead, the exposure for the Northern Colorado area on a national and international scale is what's driving NoCoCycling to bring the race here.

In 2012, the race garnered more than 31 hours of airtime on NBC and NBC Sports Network in the U.S. and was broadcast internationally to 175 countries worldwide.

"Just think of the views (in Estes Park)," Clark said. "Those would make for amazing TV visuals."

Making a bid for what's been called the U.S.'s Tour de France involves meeting a number of requirements, Clark said. Bidders must make accommodations for staging at the beginning of the race, hotel rooms, media accommodations and a festival at the end of the day's race.

The 2013 race is scheduled for Aug.

18-24, so Northern Colorado would be bidding for the race to come through here on Aug. 23, a Saturday. That happens to be the weekend after CSU freshmen will move into their dorms, but Clark anticipates that since most students move in on Thursday, hotel rooms will be free again in time for the race Saturday.

This increased activity did make hotel rooms a bit pricier than NoCoCycling anticipated, but between Loveland and Fort Collins, the estimated 600 necessary rooms have been secured, again contingent on Northern Colorado receiving a leg of the race.

The race is expected to feature 130 riders representing 17 teams from more

than 20 countries. Participants typically include Olympians, world champions and Tour de France riders.

Beginning the race at The Ranch takes care of the staging and media accommodations requirements. Both a staging area and several private meeting rooms are available at the Loveland venue.

As for the festival, downtown Fort Collins is accustomed to hosting summertime festivals, so putting one on is routine for downtown officials. The Pro Challenge festival would likely use the same footprint as the popular New West Fest, Clark said, and would mean a lot of exposure for downtown Fort Collins.

"It's been a very uncomplicated pro-

cess," Clark said. "Everyone agreed, 'Of course it should start at The Ranch and, of course, it should end in Old Town."

Fort Collins considered making a bid for a stage of the race two years ago, when the Pro Challenge was in its inaugural year. But it held off.

"Waiting two years was smart," Clark said. "I don't like getting involved in firsttime events."

Last year, 12 cities and towns were a part of the race, and now Northern Colorado is hoping to get in on a piece of the excitement.

"It's not like we're ever going to have the Olympics here," Clark said. "This is likely the biggest sporting event Northern Colorado will ever have."



# **Expedited permits for oil, gas drillers**

The following is a wrap-up of breaking local business stories published daily on the Northern Colorado Business Report's website. Sign up for our free Daily E-Newsletter, an all-local business news report sent to your email each weekday. Just click on "Register" at www.ncbr.com.

FORT COLLINS — A new set of regulations has been proposed for oil and natural-gas development in Fort Collins that includes a way for drilling operations to more quickly obtain permits, so long as they agree to wider buffers than allowed by the state.

# DAILY IN REVIEW

City staffers have developed two approaches for granting drilling permits to new oil and gas operations: a standard review and an expedited review, according to city documents.



The standard review by the city requires oil and gas producers to conduct a neighborhood meeting and public hearing. The companies also must win planning and zoning board approval in order to drill.

The companies would have to meet enhanced rules for an expedited review. That includes maintaining a 500-foot separation between a well and occupied building, water well, natural area or city park and a 150-foot setback from any property line.

The rules required for expedited processing of an oil and gas company's application differs from state law, which requires that a wellhead be located 350 feet from buildings in urban areas. In rural areas, setbacks are 150 feet, or one-and-a-half-times the height of a derrick, whichever is greater.

The City Council is expected to consider the rules at its Dec. 4 meeting.

# **Avago Technologies 'very likely' to move forward with expansion in Fort Collins**

FORT COLLINS - Avago Technologies Inc. will "very likely" move forward with plans to expand in Fort Collins, a company official said in October.

"It's very likely that we will be moving forward full force with the project," Avago CFO Doug Bettinger said in a Business Report interview.

Fort Collins City Council unanimously approved a deal granting Avago \$4.6 million in tax breaks. But the city still must negotiate details of the agreement with Avago on how it will rebate taxes to the company, as well as standards dealing with maintaining employee ranks in return for the incentives.

Bettinger signaled he was confident a deal would be struck.

"I think we're going to be able to get to the point where it's mutually agreeable," he said.

The expansion into more than 12,000 square feet of

unused space in a building on Avago's campus would add 135 jobs with an annual payroll of \$5.6 million.

San Jose, Calif.,-based Avago also operates in Singapore and Malaysia. The company's Fort Collins site already is its largest in terms of square feet. The additional employees on top of the 700 already working here would make the site Avago's largest in terms of headcount.

"This will be essentially our largest site," Bettinger said.

The company is pleased with its workforce here, he said. The expansion would aid the company's growing wireless communications business, which involves manufacturing semiconductors in smart phones.

"Fort Collins is a very important location for us," he said. "We're excited about expanding our presence there."



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# **New Belgium Brewing adds small-batch brewing system**



FORT COLLINS — New Belgium Brewing has added a new 10-hectoliter brewing system to its operations that will allow the brewery to create experimental small batch beers.

The new system is comprised of a two-vessel brewhouse with one mash vessel and one brew kettle. The system also includes four fermenters and two conditioning tanks.

The system will be used mostly for creating small-batch beers and experimenting with new product development.

In the first month of brewing with the new system, New Belgium has brewed five batches of beer. Each batch is about 250 gallons of beer, or eight barrels.

# DOE awards CSU \$1M to build a better cookstove

The U.S. Department of Energy has awarded CSU's Engines and Energy Conversion Laboratory a \$1 million grant to build a more efficient biomass cookstove that could help further reduce indoor air pollution around the globe.

Morgan DeFoort, co-director of the laboratory, will lead a team of researchers from CSU, Lawrence Berkeley National Laboratory, Princeton University and Envirofit International to build the "semigasifier" cookstove.

A semi-gasifier stove uses a twostep process to burn solid biomass instead of one currently used in the "rocket-elbow" stove that CSU engineers have improved with spinoff company Envirofit International. Most clean cookstoves that burn wood have combustion chambers that use the rocket-elbow design.

Envirofit is a private, non-profit technology company that hopes to solve global health and environmental problems. The Federal Laboratory Consortium has honored CSU, Envirofit and Oak Ridge National Laboratory for designing and disseminating the biomass cookstove.



**FOCUS: ENERGY** 

# **PVREA's Gaskill promotes a mix of fuels**

BY MAGGIE SHAFER

mshafer@ncbr.com

This summer, Poudre Valley REA announced that Northern Colorado's first community solar farm was officially up and running. The farm allows PVREA members, after paying \$618 per panel (including rebates and tax-credits), to utilize the renewable energy source regardless of their home's location. Solar's fortunes, however, seem to have dimmed. The Business Report asked PVREA CEO Brad Gaskill what's next for energy in Northern Colorado and how he plans to get there.

# Q: Why did PVREA decide to commit to building a community solar farm?

A: Well, I think it's really two-fold.

In 2007, the Colorado General Assembly passed legislation that required Cooperative Electric Associations, including Poudre Valley Rural Electric Association, to have a certain percentage of our energy portfolio come from eligible renewable energy resources.

Under the current legislation, we're required to have 10 percent of our portfolio come from renewable sources by 2020. That's certainly been a factor in our decisions to add renewable energy to our resource mix. It's a legislative mandate



we have to meet. The second reason is that our management team and the board of directors are supportive of the development of new renewable energy projects. We are always looking for opportunities to incorporate renewables in ways that make sense, bring value and are beneficial to our consumers.

The solar farm has allowed us greater reach to help more consumers utilize solar energy. It has provided an opportunity to renters and those with poorly situated homes for solar, as well as those that can't afford the high upfront cost, to utilize solar energy. It allows them to participate in renewable energy and not have to build a costly system on their own.

# NEWSMAKER Q&A

# Q: How will energy in Northern Colorado change in the next 10 years?

A: Certainly as a result of the renewable portfolio standard electric utilities are required to meet, renewable energy will play an increasing role in the overall energy mix in the future. Renewable energy is here to stay, but the problem with renewables is they are an intermittent resource and often not available when you need energy the most. Typically, during peak electric energy demand periods, the sun isn't shining and the wind isn't blowing, meaning solar and wind resources need to be backed up by more reliable sources such as hydro, natural gas and coal. In my opinion, renewables won't play a

➤ See Newsmaker, 20

# **Ask the Expert**

Need advice on an issue affecting your business? Our experts are on stand-by and can help. Whether it's about HR, sales, marketing, social media or business law, just send your question to news@ncbr.com and we'll help you find the right answers.





# Google: Not quite as altrustic as it seems?

oogle's mission statement is to organize the world's information and make it universally accessible and useful.

Their informal motto is short and sweet:

"Don't be evil."

Even though I love the sentiment, I sometimes wonder — with so many of its employees hands in the Internet's collective cookie jar — is Google really that altruistic?

Think about it. Google offers numerous valuable utilities — for free — on the Internet. Tools that, in Google Analytics' case, when it was



**MARKETING**Laurie Macomber

Urchin, used to cost \$1,500 a seat. Google's model is free. And not just free trial; free forever.

Why?

My theory is that in exchange for these timesaving, produc-

tivity-increasing, endlessly fascinating "gifts," you become a willing subject of the mass publisher. If you are signed in to your Gmail account, with all its gigabytes of free storage, then you'll have ads delivered to you as you're typing, with the very same keywords you're using in your love letter, say, showing up slyly in that customized ad.

And if you are using Google Analytics, then your data may be going into a compilation of anonymous statistics that give Google and its subsidiaries, and maybe its affiliates, trend information that is incomparable. Certainly that compiled data tells Google a lot about which websites deserve to rank for search

➤ See Marketing, 13

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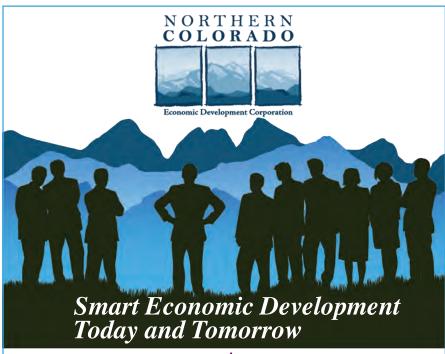






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# **MEETING AGENDA**

# **Keynote Speaker**

**Tom Clark Executive Vice President Metro Denver Economic** Development Corp.





**Kevin Cory** 2012 NCEDC Chair Vestas Blades of America

William "Bill" Murphree Vice President of Development **Cumberland Western** 





**Rocky Scott Director, Corporate Affairs** Woodward Inc.

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# BRIEFCASE

#### **DEADLINES**

The Loveland Chamber of Commerce announced the call for 2012 Investor Award nominations for outstanding businesses and individuals. New this year, the chamber is introducing a nonprofit of the year award and civic beautification award. All awards can be selfnominated or nominated by other investors, and will be presented during the chamber's annual investors meeting in January. Nominations are due to the chamber by Dec. 28.

The Fort Collins annual Downtown Holiday Lighting Ceremony will take place this year at 6 p.m. on Nov. 2 in Oak Street Plaza. LED light strands are used exclusively in this year's display, which will be in place through February. LED light strands lead to power savings of about 90 percent compared with standard

The third annual Hoopla for Hope, a **Mathews** House fundraiser, will be held on Nov. 8 at the Fort Collins Marriott. The era-themed dance party will highlight the dance styles, signature cocktails, foods, music and fashion from the disco era of the early 1970s, including a live disc jockey, disco dancers and singers, a photo booth, live-auction items and freebies. The Mathews House is a Fort Collins-based nonprofit that serves at-risk youth. For more information on The Matthews House, Hoopla for Hope or to purchase tickets, visit www.thematthewshouse.org or call 970-472-4293.

#### KUDOS

Otis. Coan & Peters LLC is now an accredited business of the Better Business Bureau serving Northern Colorado and Wyoming and the Better Business Bureau Serving Denver and Boulder. BBB accredited businesses must uphold the BBB Code of Business

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The Founder's Award, the highest distinction a Merry Maids franchisee can earn, was presented to the owners of the Boulder and Larimer County Merry Maids franchises at the company's annual meeting in Florida. The franchise beat out more than 400 other Merry

In celebration of International Credit Union Week, The Rocky Mountain Chapter of Credit Unions provided electronics recycling and paper shredding events in October in four locations across Northern Colorado. The credit unions collected 43.000 pounds of computers. monitors, TVs and other electronics for recy-

McKee Medical Center's critical care program in Loveland received the America's Best 100 Hospitals for Critical Care award from Healthgrades, a provider of information to help consumers make an informed decision about a physician or hospital. The findings used in the award process are part of American Hospital Quality Outcomes 2013: Healthgrades Report, which evaluates the performance of approximately 4,500 hospitals nationwide across roughly 30 of the most common conditions and procedures.

#### **NEW LOCATION**

One year since its launch, WildRock Public Relations & Marketing is expanding to a new, larger location at 4025 Automation Way near Timberline and Harmony in Fort Collins. The move will allow the public relations and marketing firm greater access to clients in Longmont, Loveland, Boulder and Denver.

The SAVA Center has moved from its location at 331 S. Meldrum to 4812 S. College Ave. in Fort Collins. The office phone number is 970-472-4204, and the 24/7 rape hotline is 970-

#### **NEW PRODUCTS AND SERVICES**

KromaTiD and OptiEnz Sensors are now clients of the Rocky Mountain Innosphere, a technology incubator, and both had their start at Colorado State University. OptiEnz creates devices that allow users to continuously measure the concentration of organic chemicals, with applications ranging from monitoring for pollutants in a river to tracking the level of sugar during fermentation processes, like beer making. KromaTiD developed the first fluorescent paint designed to color a chromatid, enabling scientists to see which side of a chromosone has a defect, creating a platform for the discovery and detection of inversions; especially in cases where inversions may not occur in all cells, like in most cancers.

If you have an item to share about name changes, new products or business news of note, e-mail it to Maggie Shafer at mshafer@ ncbr.com, or mail it to Briefcase at NCBR, 1550 E. Harmony Road, Fort Collins, CO

# CALENDAR

#### Nov. 7: I Need Financing, What Now? SBDC workshop

This workshop will assist you in knowing what banks are looking for in a borrower. You will learn what issues the banks are dealing with on their side of the table and how to approach those challenges. Find out what type of loans fit your situation and how they can be used with an emphasis on Small Business Administration lending. Discover what to provide and what to expect when you approach a financial institution to meet your company's capital needs. Presented by Curtis Carlso of Capital West National Bank, the workshop will convene from 11:30 a.m. to 1 p.m. at the Larimer Small Business Development Center. Cost is \$15 when pre-paid and \$25 day of. For more information, or for a complete list of the SBDC's November workshops, visit www.larimersbdc.org.

# Nov. 7: Fall water users meeting

From 7:30 a.m. through lunch. Northern Colorado Water will present a water users meeting at the UNC University Center Ballroom in Greeley. It will include panels on the wildfires and water quality, among others.

For more information, go to northernwater.

# Nov. 9: Office of Conference Services

The Office of Conference Services is hosting its third annual open house to showcase what it does and how it can help you with your next conference, workshop or event. The open house will be held at the Lory Student Center Theatre from noon to 3 p.m. The staff will help you navigate the conference planning, including how to book space, obtain registrations, arrange transportation, organize housing and meals for guests and more.

#### Nov. 10: Event to highlight the latest information on living with diabetes

Medical experts from throughout Northern Colorado will be delivering the most recent research and information about diabetes management at the annual Fall Diabetes Community Update on Nov. 10 from 8 a.m. to noon at the Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. The event is sponsored by the Center for Diabetes at University of Colorado Health.

# ON THE **JOB**

#### **ACADEMICS**

Jason Ahola, an associate professor of beef production systems at CSU, was the only Colorado professional recognized as a 2011 Top 10 Industry Leader by The Cattle Business Weekly, an agricultural newspaper based in Philip, S.D. Cattle Business Weekly cited Ahola's work as faculty adviser to the CSU Seedstock Merchandizing Team, which gives rising beef-industry professionals hands-on experience in the cattle business. Under Ahola's guidance, the team of about 10 animal sciences students work almost the entire academic year to ready 50 purebred Hereford, purebred Angus and Herford-Angus crossbred cattle for a spring sale, which is attended by about 500 buyers.

Jane Goff, a member of the Colorado State Board of Education, was voted president-elect of the National Association of State Boards of Education. Goff will begin her term of office as president-elect in January 2013 and then serve as president of the association in 2014. Goff, of Arvada, was elected to the Colorado State Board in 2008 following a 34-year career as a classroom French and Spanish teacher and director of Jefferson County Public Schools' World Languages and International Student Exchange programs.

#### **CONSTRUCTION**

Drahota, a Fort Collins-based general contrac-

tor, announced Joe Jones as the new director of operations. Jones has almost 30 vears of experience in the construction industry and was previously the vice president of operations for TCD Construction, prior to his tenure with Drahota.



**Jones** 

#### **FINANCE**

John Heddens, CFP, ChFC, CLU, a financial professional with AXA Advisors LLC in Fort Collins, successfully completed the AXA Advisors Institute program, hosted on the Harvard University campus. The AXA Advisors Institute program provides financial professionals with a deeper understanding of asset allocation, wealth advisory strategies, portfolio management and the development of effective client relationships.

#### **HEALTH CARE**

Banner Health Clinic in Greeley announced the hiring of Dr. David R. Blatt, who specializes in surgery to treat diseases of the brain and

> spine, brain tumors, neck problems, back problems. herniated disks, sports injuries to the spine and several other conditions. He uses minimally invasive techniques when possible. Blatt earned his medical degree from the University of Cincinnati College of Medicine

and is certified by the American Board of Neurological Surgeons.

#### **INSURANCE**

Blatt

Eric Kearns has joined the New York Life Insurance Co.'s Fort Collins branch as an agent. He has completed the company's training program and will be working from the office on Harmony Road.

## **MISCELLANEOUS**

Amy Shoemaker has joined the Trebuchet Group of Fort Collins as director of leader strategies. She has more than 25 years of experience in human resources and training,

and 18 years experience as a vice president.



Shoemaker's focus areas are executive and human resource coaching, leadership management and development, leading change, designing performance management systems and compensation programs, and executive recruitment. Her education in-

cludes completion of the Human Resources Executive program at the Stanford Graduate School of Business and she participated in an inclusive workplace conference at Cornell University.

#### **REAL ESTATE**

At the Everitt Real Estate Center conference, held at the Fort Collins Marriot on Oct. 24, Allen Ginsborg of New Mark Merrill was awarded entrepreneur of the year, while Nathan Klein and Blaine Rappe of Loveland Commercial were both given the EREC hall of fame award.

Comcast announced that Mike Spaulding has been named area vice president of the Mile High region and Northern Colorado area. As area vice president, he will oversee a team of more than 500 employees who serve in the region, which stretches from North Metro Denver to Fort Collins and Greeley and west along the I-70 mountain corridor.

If you have an item to share about a promotion, job change or career news of note, e-mail it to Maggie Shafer at mshafer@ncbr.com, or mail it to On The Job at NCBR, 1550 E. Harmony Road, Fort Collins, CO 80525.

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# **Corporate 'pirates' part** of America's own history

hat would you call businesses in a country that try to reverse-engineer products, equipment or methods patented in another country? Or, what would you call businesses that lure employees with confidential and trade-secret information protected by one country's laws to work for a company in another country that does not enforce those laws? And, what country would

allow – or even encourage such behavior?

You probably used the word "pirate," and may have identified the country as "China" or "North Korea." You may be right. But you could also identify the country



**KEEP IT LEGAL** Alan F. Blakley

as the United States of America in the 18th and 19th centuries. I frequently hear complaints the lack of enforcement of intellectual property rights in China.

about companies in China or about And, by and large, it's true that it is difficult to enforce those rights in China. I was preparing to write a column about the importance of understanding other cultures and legal systems prior to doing business internationally. Then, as I was preparing for the class that I'm teaching on intellectual property next semester at University of Denver in the law school's new program in international business and trade, I came across a book of essays, "Intellectual Property Rights, Development and Catch-Up." One of the first essays details the United States' efforts to "catch up" to Europe. I'm not sure that it does much to help in deciding how to protect intellectual property for a company in a developed country. But, it puts things in perspective.

In the late 18th century, Great Britain had limitations on the export of manufacturing equipment and the emigration of skilled mechanics. Companies in the United States wanted to compete with England in textiles. So, what did we do? We found a former British factory superintendent who would disguise himself as a farmer and immigrate to the United States to share his secrets with us. By 1814, the companies in the United States were competing effectively with Great Britain. Due to proximity of natural resources, companies here soon were able to manufacture clothing at a lower price than Europe. Interestingly, the companies here improved the technology rapidly. Later, companies

in the United States did the same thing to Germany with respect to chemical processes – the latest technology at that time. Through hard work, U.S. companies made great improvements on the existing technology.

Today, U.S. companies can whine and complain about China or North Korea or any other country. Or, we can do what the British and German companies did (when they got over whining and complaining). They found out they couldn't make products cheaper, but they could make them better, and develop in areas where the developing country – the U.S. back then – did not have the skills or resources. And, we can do the same thing – we can embrace technological improvements on our technology wherever made and do it better. But, that implies that companies in the U.S. will decide to improve quality and service. As a consumer, however, I don't hold out much hope that that, given the dismal service that I usually

This is my last column of the year and as you think about global competition, ponder this scenario:

The president of a pharmaceutical company visits a remote area of a developing country on vacation. While there, he finds that even though the country has one of the highest rates of HIV and AIDS in the world, none of the people in a particular village have the disease. The village leaders tell him they have been extracting from a plant and giving it to the people to prevent HIV infection. The company president gathers up some of the plants and some of the extract and smuggles it back into the United States. His company spends millions of dollars creating a synthetic vaccine that prevents HIV infection and they get FDA approval. They sell it for \$100 per dose to recover their costs. No one in developing countries can afford to buy it. Someone in the country where the plant was found gets some, reverse-engineers it and sells it to others in that country for \$2 per dose. Of course, the generic version makes its way back into the United States and the U.S. pharmaceutical company is displeased.

Have a good holiday season. And, keep it legal.

Alan F. Blakley is a lawyer with CR MILES PC in Fort Collins. He may be reached at afblakley@crmiles.com. The information included in this column is general information. You should contact your own lawyer before making any legal decisions.

### MARKETING from 9

And when GOOG-411 existed (I so lament its loss) for business phone number searches on your phone, you were the unwitting guinea pig for voice-recognition pattern testing.

What are some of the neat utilities that Google is offering now? I'll tell you. But just be sure to get 'em while they're (sorta) (in one way or another) free.

- Google Chrome. What a web browser. The omnibox search rectangle is the reason it aces. You can either put in the URL of the website you want to visit or your search query. Either way, you get to your destination, and lickety-split. For frequent searchers (and who isn't?), this is a time-saver.
- Google search itself. Have you checked out the left hand side of the search engine results pages? Google seriously wants you to find your answer! Filter by drop downs, including last 24 hours, nearby, sites with images, even reading level of the content.
- Of course Google Docs are a mainstay at this point. Word, Excel and PowerPoint comparable software, for free. Google is closing the door on Windows by liberating your information from the desktop or even the laptop. Nothing is inaccessible, when it's stored on the cloud. Plus there's the mighty ability to have multiple people work on and update the same document or spreadsheet, and version control is automatic.
- Love the Google calendar. Share your whereabouts with your team and have each person's tracked in their own color. Update it while on the run, and more.
- Google Goggles. A downloadable image recognition utility. A visual search app for your smart phone. Point at a famous object and there's likely a database associated with it – resident at Google.
- Google Art Project. Visit 17 different museums around the world, in detail. Photos are in extremely high detail, so you can see the brush strokes close up – or pull away and see things from a wider perspective. Even the velvet ropes in front of every painting. You can create your own collection of art in the project.
- Go to www.google.com/mars to see every inch of Mars. The volcanos. The mountains. The craters. Who knew! Download Google Earth and get a view of our world in astounding detail and fly like Top Gun over the broad and impressive landscape.
- Google Trends is an awesome tool. Just Google it. There you can get a peek into Google-compiled search history, using three different parameters: time, location and search query. Learn what the largest number of searches are for, where and with what seasonality. This can have serious implications for your sales force distribution, partnering opportunities in foreign lands,

etc. You can even see the change over time dynamically – just press the play button. A marketer's best friend!

- Find the "zeitgeist" in Google Hot Trends – basically, what's hot. Specify the country and the time period, and voila: you'll know in France, over the last 30 days, that the restaurant Au Bon Coin is the No. 1 search term in Paris this month! And in the United States, it's the presidential debates.
- Google Wallet is coming into the mainstream with a new version due out this month. Imagine: no credit cards in your wallet, no debit cards, no coupons, loyalty cards

or gift cards. Just your phone as a virtual wallet. Just tap and pay, as they say. The upgraded wallet is configured to work with iPhones, just as it has up until now with Android phones. Here's what Google Wallet's VP had to say:

"Our goal is ubiquity, to be on every smart phone, every (device)," and "Everyone who has a Google account, which is practically everyone; we want them to use Google Wallet."

\* Here's bonus No. 11 of my favorite Google tools: Google Alerts. These are notifications sent to your inbox of the latest relevant results to your search queries.

Whatever you want to monitor – your brand, a product line, a competitor, a politician, celebrity or sports team – just tell Google Alerts and you'll get a clipping of what's being said online about the subject. You can set the notification schedule to as it happens, once a day or once a week.

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





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- The Youth Clinic
- Paul Bauling, M.D.
- Rocky Mountain Center for Reproductive Medicine
- Northern Colorado Allergy and Asthma Clinic

#### **ABOUND** from 1

expected to lose big.

In media interviews and testimony before Congress, Abound has blamed competition from the Chinese for its failure. China's government has, in fact, supported its solar industry with tens of billions of dollars in subsidies.

But the quarterly reports, obtained by the Business Report under the Freedom of Information Act, tell a far different story.

Rather than pointing to foreign competition, the Colorado State University spin-off told the DOE that it was having big problems with equipment and its products.

These problems appeared to have plagued the company even as it drew down on its DOE loan at least once during the third quarter. The company did not draw down on the loan during either the second or fourth quarters, but its reports leave it unclear whether it might have done so in January 2011.

The reports were signed by Abound Chief Financial Officer Steve Abely; Abely did not return phone messages seeking comment. Energy department spokesman Damien LaVera declined to comment on the reports.

In the report covering the first quarter of 2011, the company wrote it had experienced a drop in production that it blamed on the reconfiguration of semiconductor tools used to make its panels.

Subsequent tests, it told the government, confirmed it had "resolved a substantial portion of (its) products' underperformance." However, the production drop-offs led to excess overhead and "unusually high yield losses," Abound said in its report to the government.

The report notes the company did not draw on the loan "pending analysis by DOE engineering of the company's 2010 budget and technical solutions to our products' underperformance for power."

The company's problems with its semiconductor systems cropped up anew in the second quarter.

Late timing of shipments compounded Abound's difficulties. Offering a measure of optimism, the company reported that its secondquarter revenue came "close" to bud-



BUSINESS REPORT FILE PHOTO

Abound Solar employees move a photovoltaic panel from the production line to a shipping container. The company shuttered its doors this summer.

get and that demand and backlog for subsequent quarters had increased with both new and existing customers.

However, Abound also noted it was seeing failures in the buss bars in its solar panels. Buss bars conduct electricity. At the same time, it tried to assure the DOE that "technical solutions are understood and being implemented."

By the third quarter, Abound's production issues were still a problem, though it told the energy department it had adequate inventory to meet anticipated orders. However, those orders failed to close and the company again missed its targets. It also warned the DOE it anticipated a steep decline in the fourth quarter.

Significantly, the company noted in its report that it was forced to spend

money recycling panels with defective buss bars that it had produced in 2010, the year it received the loan guarantee.

Abound said it needed to book further "warranty reserves" for panels produced that year with faulty buss bars. The company drew down an undisclosed amount on its DOE loan guarantee that quarter, according to its third-quarter report.

Abound's troubles continued in the fourth quarter, when it blamed low revenue on a "cyclical market decline." It chose to cut production due to seasonally weak demand, and it spent still more money on recycling panels with defective buss bars.

The energy department, in releasing the documents, blacked out details on the private company's revenues, production targets, loan amounts and

terms of the loan agreement.

It declined to reveal those figures, it said, because doing so would harm the inactive solar panel manufacturer's "competitive interests."

Portions deleted from the documents include "sensitive commercial information," the energy department told the Business Report.

"Public disclosure of this information would cause substantial harm to the applicant's competitive interests," the energy department said in an emailed statement. "Specifically, disclosing financing information strategies would provide an unfair advantage to competitors by enabling competing power suppliers to estimate supply costs and use this information to bid against the applicant."

Rep. Cory Gardner, R-Yuma,

➤ See Energy, 15

# **Luxury North Fort Collins Home**

This unique 6 bdrm, 4 bath Country Club area home offers a beautifully landscaped park-like backyard from the 1000 square foot deck to walk out patio. Inside the home is granite counters and tiles, stainless steel appliances, and cherry cabinets throughout. Elevator from kitchen/pantry down to the finished 3 car garage with attached shop area. Completely remodeled in 2007 with new 50 Year Shingled roof. \$675,000













For a tour of this luxury home contact **Darin Slocum**970.412.8869
www.ambassadorcorealestate.com



### **ENERGY** from 14

doesn't think that makes sense.

"The applicant's out of busi-

ness, so I don't understand how they could hide behind that," he said. "Maybe, at that point, it sounds like they do have something to hide because you're talking about a business that is bankrupt."



Gardner

LaVera, the DOE spokesman, said releasing financial and other sensitive information could affect the interests of other companies involved in the bankruptcy or undermine the value of Abound's remaining assets, undercutting the department's efforts to recover taxpayer dollars.

Incorporated in 2007 as AVA Solar by CSU professor W.S. Sampath and two others, Abound began production in a Longmont facility in 2009. The company showed promise in its use of cadmium telluride thin films, technology that researchers still believe has potential. By 2010, it had reached \$260 million in equity investment.

The company's failure now draws comparisons to Solyndra, the California solar panel manufacturer that went bankrupt after receiving \$528 million from the energy department's loan-guarantee program, part of the Obama administration's stimulus package. Solyndra has been liquidated, but its parent, 360 Degree Solar Holdings, is preparing to soon exit bankruptcy court protection.

Gardner and other members of the U.S. House Energy and Commerce Committee have been investigating Abound Solar and the energy department's loan guarantee program.

Lawmakers are now trying to learn what — if anything — the energy department knew about Abound Solar's manufacturing problems before it agreed to the \$400 million loan guarantee.

House Republicans have suggested that a report from an engineering firm commissioned by the energy department in October 2010 – two months before it closed on the loan guarantee with Abound in December - indicated performance problems with Abound panels.

"We need to know why they went ahead with it if they knew there were technical problems with the product," Gardner said.

"There's hundreds of people in Northern Colorado out of work," Gardner added. "We need answers for those people who are out of work."

Weld County District Attorney Ken Buck also is looking into securities fraud allegations. That probe includes exploring whether representatives of the company knew that the company's products were defective and then asked people to invest in the company without disclosing the deficiencies.

Meanwhile, Weld County, where



Conway

Abound also had facilities, is seeking \$1.8 million in property taxes Abound Solar failed to pay last year and part of this year.

Nearly half of the unpaid taxes would have funded St. Vrain

Valley School District, Weld County Commission Chairman Sean Conway said.

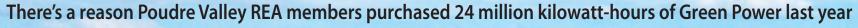
"I think it's unconscionable that any company would walk away from their responsibility to pay property taxes that impact K through 12 education," he said. "This is money that's been taken out of St. Vrain School District and impacts students."

Conway, however, believes the county has positioned itself to recoup those losses through its participation in the bankruptcy court proceedings.

Abound declared bankruptcy in July. It sales had plunged from \$26 million in 2010 to \$22 million last year and just \$1 million this year.

A recent auction to sell its property drew bidders from around the world. Proceeds are supposed to recoup a portion of taxpayers' investment in the company, though not everyone will get their money back.





As a cooperative, our business model is based on a set of principles, not profits. Things like a diverse energy portfolio and environmental stewardship. That's why we purchase 100% of the electricity from the new Robert V. Trout Hydropower Plant at Carter Lake. It's also why green power from two wind farms and one of the nation's largest solar arrays provide our consumers with a balanced energy portfolio

Safe, reliable, affordable power. That's what Poudre Valley/REA is focused on. So you can focus on your business.





# BUSINESS REPORT LIST

# **Largest Commercial Printers**

Ranked by number of employees

RANK	Company	Employees 2012 Employees 2011	Presses: Kind (number of each)	Specialties	E-mail Website	Person in charge Year founded
1	VISION GRAPHICS INC./EAGLE:XM 5610 Boeing Drive Loveland, CO 80538	108 57	Maroland 906 lv 40" x 56" six-color (1), Manroland 706 plv 28"x40" six-color (2), Manroland 506 luv 23" x 29" six-color (1), Manroland 702 p 28" x 40" two-color (1), HP Indigo 7500, HP LX800	Catalogs, maps, plastic, books, marketing-agency and corporate, complete mailing facilities, digital one-one marketing. Short run color and store front capabilities, wide format signage.	webinfo@visiongraphics-inc.com www.visiongraphics-inc.com	Mark Allen Steputis President, CEO 1952
2	THE GREELEY PUBLISHING CO. 501 Eighth Ave. Greeley, CO 80631	12 12	N/A	Newspaper printing	gtreporters@greeleytribune.com www.greeleytribune.com	Bart Smith General manager 1870
2	ALPHAGRAPHICS INC. 115 E. Harmony Road, Suite 220B Fort Collins, CO 80525	12 10	1 AB Dick 9970 (1), Ryobi 3302 H (1)	Digital printing, offset printing, graphic design.	us480@alphagraphics.com www.agnoco.com	Diane McIntosh Guy (Skip) McIntosh III Owners 2006
4	FRONTIER PRINT CENTER 1400 Webster Ave. Fort Collins, CO 80524	10 10	Heidelberg (3), Xerox (3)	Commercial printing, embroidery, ad specialties.	info@frontierprintcenter.com www.frontierprintcenter.com	Steve Beddoe Owner 1982
5	MOUNTAIN MEDIA CORP. ENTERPRISE INC. 102 Rome Court Fort Collins, CO 80524	9	Small format and digital. Direct imaging.	Commercial printing and a variety of related services.	info@mountain-media.com www.mountain-media.com	Sonny Schaus Owner 1999
6	COREN PRINTING INC. 631 Birch St., Suite A Windsor, CO 80550	7 6	Two-color presses (2) and digital	Thermography, graphic design, advertising specialties.	info@corenprintinginc.com www.corenprintinginc.com	Karen Kunz President 1978
6	QUICK-PRINT SHOP 215 E. Seventh St. Loveland, CO 80537	7 6	ABDicks - 1 360 and 1 9800 w/t-head (2), Xerox 1 700, 1 D110, 1 250 and 1 510 (4)	Business cards, carbon-less forms, flyers, postcards, artist's notecards, booklets as well as offset printing of letterheads and envelopes.	kim@quickprintshop.com www.quickprintshop.com	Kim Bernhardt Owner 1961
8	PRINT IT LLC 154 W. Mountain Ave. Fort Collins, CO 80524	6 5	One and two offset presses (2)	One- and two-color offset printing.	printitfc@aol.com N/A	Briana Fischer Owner 2008
8	DIGI PIX SIGNS 700 Automation Drive, Unit R Windsor, CO 80550	6 5	Mimaki JV-3 64" (1) Mimaki JV-33 64" (1)	Commercial signs, fleet graphics, vehicle wraps, banners, decals, interior office and directional signage, outdoor signage.	scott@digipixsigns.com www.digipixsigns.com	Scott Holt President 2003
8	HUSTON GRAPHICS & PRINTING 700 Automation Drive, Unit B Windsor, CO 80550	6 4	Manual presses (2), automatic press (1)	Embroidery, screen printing, heat transfers, stickers, promotional products, plaques and banners, online stores.	jamie@hustongraphics.com www.hustongraphics.com	Luke Burton 1997
11	BUSINESS CARD FACTORY OF COLORADO 1608 Riverside Ave. Fort Collins, CO 80524	5 5	Digital presses	Direct mail, graphic design.	info@bizcardcolorado.com www.bizcardcolorado.com	Bert McCaffrey Co-founder 2005
12	C&C COMMUNITY PRINTERS INC. 806 Ninth St. Greeley, CO 80631	3 3	Offset two color (2), letter press (1) Xerox Digital Black and White Nuvera (1) Xerox Digital Color 700 (1)	Commercial printing, digital printing and design.	communityprintersinc@yahoo.com www.communityprintersinc.com	Ralph Lesley Clapper Owner 2010

N/A-Not Available

Researched by Mariah Gant Source: Business Report Survey





# Largest Advertising, Marketing and PR Firms

RANK Prev. rank	Company	Billings 2011 Billings 2010	Employees 2012 No. accounts	Services	Phone E-mail Website	Person in charge Year founded
1 2011 Rank: 1	HUEBNERPETERSEN INTEGRATED MARKETING 6853 N. Franklin Loveland, CO 80538	\$14,007,000 \$11,139,000	13 30	HuebnerPetersen provides brand positioning and development, integrated marketing, and front lines marketing services.	970-775-7140 info@huebnerpetersen.com www.huebnerpetersen.com	Jim Huebner President 1989
2011 Rank:	BURNS MARKETING COMMUNICATIONS INC. 4848 Thompson Parkway, Floor Four Johnstown, CO 80534	\$5,000,000 \$5,000,000	32 106	Full-service marketing, advertising, interactive/Web, social media, public relations.	970-203-9656 sheilaw@burnsmarketing.com www.burnsmarketing.com	Laurie Steele Jessie Burnside Vice president Producer 1972
3 2011 Rank: NR	MADWIRE MEDIA 550 W. Eisenhower Blvd. Loveland, CO 80537	\$4,187,670 \$800,000	4 N/A	Web design, web development, public relations, Internet marketing, SEO, branding, print design, video production.	970-663-7635 farra@madwiremedia.com www.madwirewebdesign.com	Joe Kellogg JB Kellogg Owners 2009
4 2011 Rank: 3	LIGHTSOURCE CREATIVE COMMUNICATIONS 121 W. Laporte Ave. Fort Collins, CO 80524	\$1,500,000 \$1,500,000	8 50	Full-service marketing agency offering identity and messaging development, graphic design, event support, interactive demos and web design. Women owned.	970-224-2806 lisa@lightsourcecreative.com www.lightsourcecreative.com	Gordon MacKinney President, Co-owner 1996
5 2011 Rank: 4	LINDEN 223 S. Howes St. Fort Collins, CO 80521	\$1,300,000 \$1,228,000	13 N/A	Marketing and communications company providing a full suite of services including: market research, branding, website design, online marketing, social media, PR and more.	970-221-3232 susie@golinden.com www.golinden.com	Susie Cannon Owner 1996
6 2011 Rank: 9	TOOLBOX CREATIVE 325 Cherry St., Suite 104 Fort Collins, CO 80521	\$756,796 \$563,406	6 20	Toolbox Creative is a strategic marketing firm.	970-493-5755 hello@toolboxcreative.com www.toolboxcreative.com	Dawn Putney Tom Gallo Campbell Co-owners 2002
2011 Rank: 5	AMG CREATIVE INC. 2038 Caribou Drive, Suite 200 Fort Collins, CO 80525	\$715,000 \$871,548	10 N/A	Complete marketing communications services, including graphic design, website design and hosting, brand development and all forms of print and online advertising.	970-221-5756 info@amgci.com www.amgci.com	William Neal Owner/CEO 1992
8 2011 Rank: 7	A-TRAIN MARKETING COMMUNICATIONS INC. 215 W. Oak St., Suite 800A Fort Collins, CO 80521	\$650,000 \$640,287	6 N/A	Branding, research, strategic planning, public relations, print materials, websites, event planning and nonprofit marketing.	970-419-3218 info@atrainmarketing.com www.atrainmarketing.com	Gretchen Gaede President 1998
9 2011 Rank: 6	ONE TRIBE CREATIVE 200 S. College Ave., Suite 140 Fort Collins, CO 80524	\$635,000 \$714,000	7 80	Branding, identities, websites, collateral, ad campaigns, social marketing, marketing plans, PR, packaging, presentations, trade-show booths, print management.	970-221-4254 info@onetribecreative.com www.onetribecreative.com	Paul Jensen Creative director, Owner 1985
10 2011 Rank: 10	CLAY POT CREATIVE 418 S. Howes St., Suite 100 Fort Collins, CO 80521	\$612,300 \$454,890	11 N/A	Graphic design, Web development, marketing, and branding.	970-495-6855 info@claypotcreative.com www.claypotcreative.com	Julia Leach Andrew Leach Owners 2000
<b>11</b> 2011 Rank: 8	MANTOOTH MARKETING CO. LLC 2715 Sage Creek Road Fort Collins, CO 80528	\$600,000 \$605,000	1 N/A	Full-service event planning complete with marketing, design and execution.	970-482-7644 connie@mantoothcompany.com www.mantoothcompany.com	Connie Hanrahan Owner 1995
12 2011 Rank: NR	POWDER DYNAMICS LLC - ELECTRONIC MARKETING Fort Collins, CO 80526	\$500,000 \$25,000	4 200	Apple and Android apps, mobile websites, mobile commerce, onsite video advertising, online coupon site.	970-818-1764 steve@powderdynamics.com www.powerappsthatwork.com	Steve Lucas CEO 2009

Source: Business Report Survey

Region surveyed includes the City of Brighton and Larimer and Weld counties. N/A-Not Available NR-Not Previously Ranked



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I can help you take control of your financial future with tax-wise strategies. That means finding smart ways to manage how much you'll pay in taxes — now and through retirement.

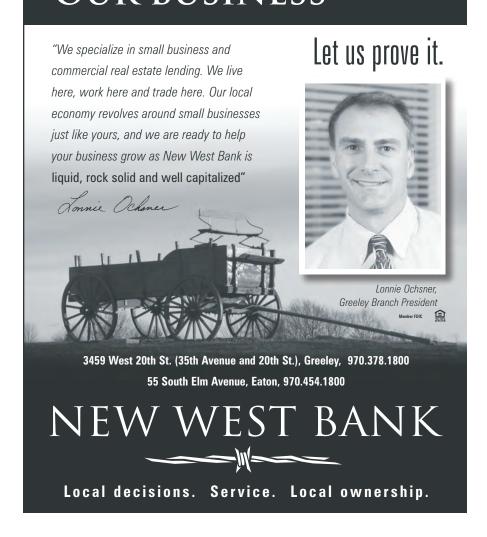
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# Small Business is **OUR BUSINESS**



# BUSINESS REPORT LIST

# Largest Web-Design Companies

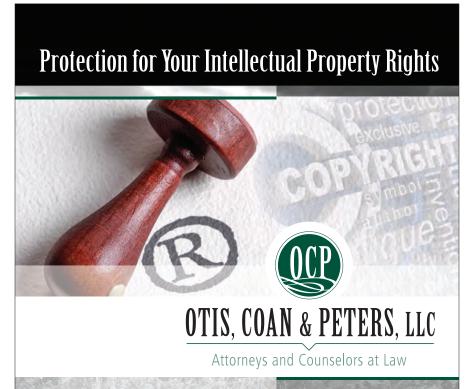
Ranked by number of Web developers

RANK	Company	No. Web developers Employees 2012 No. websites designed 2011	Revenues from Web design 2011 Total revenues 2011	Industries served	Phone/Fax E-mail Website	Person in charge Year founded
1	MADWIRE MEDIA 550 W. Eisenhower Blvd. Loveland, CO 80537	40 4 1,200	\$1,214,551 \$3,643,655	All	970-663-7635/970-663-1767 farra@madwiremedia.com www.madwirewebdesign.com	Joe Kellogg JB Kellogg Owners 2009
2	CROWN POINT SOLUTIONS 2695 Rocky Mountain Ave., Suite 240 Loveland, CO 80538	7 7 12	N/A N/A	Travel, tourism, real estate, construction, retail, restaurants, professional services, health care.	970-221-0082/N/A mbren@crownpointsolutions.com www.crownpointsolutions.com	Michael S. Bren President 2003
2	SQUAREI TECHNOLOGIES 1315 Oakridge Drive, Suite 100 Fort Collins, CO 80525	7 8 38	\$640,000 \$780,000	Mobile Apps (iOS/Android), Web applications, custom software, database. Higher education, government, non-profit, general business.	970-377-0077/970-377-8488 info@squarei.com www.sqaurei.com	Kent Bejcek President 1996
4	BURNS MARKETING COMMUNICATIONS INC. 4848 Thompson Parkway, Floor Four Johnstown, CO 80534	6 32 75	\$1,500,000 \$5,000,000	Technology, real estate and development, manufacturing, bioscience, financial services, energy, health care.	970-203-9656/970-203-9657 sheilaw@burnsmarketing.com www.burnsmarketing.com	Laurie Steele Vice president 1972
5	CLAY POT CREATIVE 418 S. Howes St., Suite 100 Fort Collins, CO 80521	4 11 N/A	N/A \$612,300	All	970-495-6855/970-495-6896 info@claypotcreative.com www.claypotcreative.com	Julia Leach Andrew Leach Owners 2000
6	INFORMATION POINT TECHNOLOGIES 135 W. Swallow Road, Bldg. A Fort Collins, CO 80525	3 10 N/A	N/A N/A	Construction, retail, health care, technology, real estate, manufacturing.	970-266-0703/970-266-0704 pete@ipoint-tech.com www.ipoint-tech.com	Peter Fardal Director of sales and marketing 2002
6	ONE TRIBE CREATIVE 200 S. College Ave., Suite 140 Fort Collins, CO 80524	3 7 12	N/A \$635,000	Socially and environmentally-responsible organizations, including renewable energy, natural products, nonprofits, arts/education, start-ups, government, etc.	970-221-4254/N/A info@onetribecreative.com www.onetribecreative.com	Paul Jensen Creative director, Owner 1985
6	LIGHTSOURCE CREATIVE COMMUNICATIONS 121 W. Laporte Ave. Fort Collins, CO 80524	3 8 9	N/A \$1,500,000	Many, including high-tech.	970-224-2806/970-224-2814 lisa@lightsourcecreative.com www.lightsourcecreative.com	Gordon MacKinney President, Co-owner 1996
6	AGTOWN TECHNOLOGIES 800 Eighth Ave., Suite 321 Greeley, CO 80631	3 5 N/A	N/A N/A	All, specialize in agricultural and water.	970-353-6227/970-313-4648 contact@agtown.com www.agtown.com	Matthew Furister CEO 1999
10	POWDER DYNAMICS LLC - ELECTRONIC MARKETING Fort Collins, CO 80526	2 4 N/A	N/A N/A	N/A	970-818-1764/N/A steve@powderdynamics.com www.powerappsthatwork.com	Steve Lucas CEO 2009
10	INFINET COMPUTER SOLUTIONS INC. 2629 Redwing Road, Suite 370 Fort Collins, CO 80525	2 5 100	N/A N/A	All	970-282-8838/N/A info@infinetinc.com www.infinetinc.com	Tad Osborn President 1998
10	SCC WEB-DATA SOLUTIONS INC. 318 E. Oak St. Fort Collins, CO 80524	2 2 N/A	N/A N/A	Construction, healthcare, small business, etc.	970-224-3282/N/A sales@sccwebdata.com www.sccwebdata.com	Christopher A. Snarr Vice president 1997

Region surveyed includes Larimer and Weld counties and the city of Brighton. N/A-Not Available.

Researched by Mariah Gant

Source: Business Report Survey



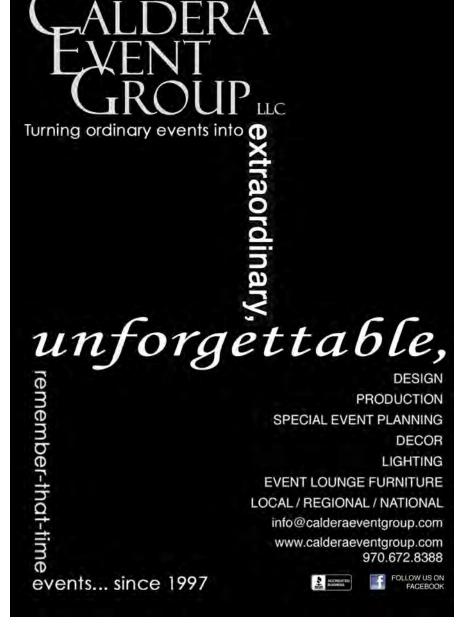
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# On March 7, 2013

- » Four Northern Colorado individuals will be honored for their entrepreneurial spirit at the Bravo! Entrepreneur Awards.
- » One person who has a least 10 years of experience in the Northern Colorado market will be recognized with a Lifetime Achievement, and...
- » One organization or individual demonstrating a commitment to economic regionalization in Northern Colorado will be presented with the Regional Spirit Award.

# All four community Bravo! Entrepreneurs must meet these criteria:

- » The entrepreneur must be the individual who was the founder of the business or has been instrumental in its growth.
- » The company the entrepreneur founded or developed must be based or have been founded in Larimer or Weld County.
- » The business' origin should have included vision, risk and creativity.
- » The entrepreneur's company should be profitable.
- » The entrepreneur and the company should be contributing to the community through charitable and/or leadership roles.

- » The company must have demonstrated innovative employee programs and corporate culture.
- » The company should have demonstrated an ability to overcome adversity.
- » The company should have demonstrated significant growth and long-term potential.

# The Emerging Entrepreneur must meet these criteria:

- » The criteria for the community Bravo! Entrepreneur awards apply to this category.
- » The additional requirement is that the company must have been in business five years or less.

# The Lifetime Achievement Award will be given to an individual who meets this standard:

» In addition to being an entrepreneur this individual will have at least 10 years experience in the Northern Colorado business community.

# The Regional Spirit Award will be presented to an individual or organization:

» Who has demonstrated a commitment to regionalization of the Northern Colorado economy.

# Today,

nobody knows who the 2013 honorees will be except you. You know the people and organizations who exemplify the entrepreneurial spirit. We need you to tell us who among your associates and colleagues deserves recognition based on meeting these Bravo! Entrepreneur criteria.



# Nominations are open!

Deadline January 4, 2013 NCBR.com

# Bravo! Entrepreneur Award Nomination

Here is all you need to do to nominate an individual or organization. Nominate Online: NCBR.com. Use the Events drop down menu and select Bravo. And by the way, it is perfectly acceptable to nominate:

- vourself
- someone you work with
- the organization you work for

NOMINATIONS MUST BE RECEIVED BY JANUARY 4, 2013



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Nominate Online: NCBR.com. Use the Events drop down menu and select Bravo.



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## **NEWSMAKER** from 9

major role in the area's or nation's overall energy resource mix until an economical storage technology is developed allowing the resources to be dispatched during peak demand periods, making it more dependable and economically viable.

With the recent shale oil and gas play in the area coupled with its current and predicted low prices for the next decade, natural gas will become a more dominate player in the region's overall electric generation mix.

Fossil fuels will not be replaced in 10 years, or even in 30 years. In my opinion they will remain a significant part of the energy resource mix for the foreseeable future. The region, as well as the nation, has an abundant supply of both coal and natural gas and they are the cheapest and most reliable fuels for electric generation. We can't just turn our backs on them, however. We need to continue to invest heavily in R&D to invent new technologies that will burn coal and natural gas cleaner and make them more environmentally friendly and acceptable.

# Q: How has the PVREA responded to the negative news in the solar industry?

A: We haven't had to deal with that issue at our level. Certainly no one has asked me about the association's opinion or position on those solar businesses that received federal stimulus money and then later had to file

for bankruptcy. The fact is, we have a renewable portfolio standard that we have to meet, and we will try to incorporate those renewable resources that make the best economic sense, bring value and benefit the membership to meet our requirements.

# Q: What's next on the agenda for Poudre Valley REA?

A: PVREA is a cooperative business, owned by the consumers/members that receive our service. As we look to the future, our focus will remain on our core business of providing safe, reliable and cost-based electric service with exceptional customer service, as we have in the past.

As most companies during this prolonged tough economic period, we face many challenges. I see our biggest concern and challenge moving forward is our ability to continue to provide reliable and affordable power to our members/owners. We continue to see increasing rate pressure on wholesale power costs. Wholesale power costs account for 77 percent of PVREA's annual expenses and they continue to escalate almost annually. We purchase our power from Tri-State Generation & Transmission Association Inc., headquartered in Westminster, Colo., under a longterm, all-requirements power supply contract. Tri-State is also a cooperative business owned by 44 member electric distribution systems, like PVREA, in Colorado, Nebraska, New Mexico and Wyoming. And even though the economy has struggled over the past several years, Tri-State's system has consistently seen load growth and an increased demand for electricity. This, coupled with everincreasing new and expensive government regulations, environmental standards and legislative mandates, is driving up Tri-State's power production and power purchase costs significantly, which are passed on to PVREA and its other 43 member systems, which are then passed on by us and ultimately paid by our consumers/members, the end users.

The continued pressure on wholesale electric rates coming largely from the cost of new government regulations, legislative mandates and environmental standards is a real concern and is what keeps me up at nights. The PVREA management team and board, along with our state and national trade associations, will continue to work with our state and federal legislators and well as our regulators to hopefully find common ground, sensible and meaningful solutions that will allow us to continue providing safe, reliable and affordable electricity while achieving our region's and country's environmental goals. PVREA will also be asking our members to get involved and become more active in this discussion to help us help them keep their electricity reliable and affordable.

PVREA will remain memberfocused and base our decisions in the best interest of our membership.

# Q: Every CEO leaves a mark on their company. What will yours be?

A: As with what any CEO wants, I want to leave the association in better shape than it was when I took over its leadership.

We are a member-owned, not-for-profit organization. As such, I have always been member-focused, making tough and sometimes unpopular decisions with the employee team, to do what is best for the membership to keep their rates as low as possible, while providing reliable electricity and great customer service, especially during these past few years when many of our members have suffered and struggled because of the tough economic times. Always doing the right thing for our members is hugely important to me.

Also, electric utility work is inherently dangerous, and several members of our employee team work day in and day out with high voltage electricity in a dangerous environment, even in good weather. Then add in a snowstorm, blizzard or high winds and nightfall and the dangerous conditions greatly intensify. Therefore, my focus, dedication and commitment to team member safety, safety of the members as well as the general public, has always been my No. 1 priority. I can't stress enough how important my team members' safety and well-being is to me.



### PERA from 1

The new fund has drawn criticism from some who believe PERA should take more risk by investing in startups.

"The reason why I'm frustrated with it is it's not (addressing) the big funding gap we have in Colorado," said Tim Reeser, a partner in VC firm Aravaipa Ventures in Boulder. "Most companies who are profitable aren't at risk of immediately going out of business."

"They aren't in a spot where it's make-or-break," added Reeser, who is also president and co-founder of Lightning Hybrids Inc. in Loveland.

Reeser welcomes any new money that could potentially fund Northern Colorado businesses, but he would like to see PERA take more risk to help solve the state's venture-capital shortage.

"I don't think they should get a great PR hit for not really taking any risk," he said of PERA.

Venture capital in Colorado has dwindled in the past decade or so. The industry pumped \$4.1 billion into Colorado companies in 2000; VC investments in the state amounted to just \$610.6 million last year, according to PricewaterhouseCoopers, which tracks these sort of investments.

James Linfield, an attorney at the Broomfield office of Cooley who represents clients in venture financings, pointed out that Colora-

# **LOOKING FOR CAPITAL?**

**Businesses interested in the Public Employees' Retirement** Association's growth fund can contact Melford Carter at Melford.Carter@Credit-Suisse.com or 512-716-8924.

do is not alone in its venture-capital struggles: the industry has suffered nationwide. Even so, the state still lacks the sort of large-scale institutional investors found in California, Massachusetts and New York that invest in fledgling companies.

Colorado companies have seen success attracting venture capital from outside the state, but additional local support would help, said Linfield, who is chair of the governor's venture-capital advisory committee.

"It would be nice to have other sources of early-stage capital" in Colorado, he said. "It doesn't appear, at least at the moment, that's a place where PERA wants

PERA responded by reiterating its commitment to funding established companies that are ready for the next phase of growth.

"PERA believes the best opportunity for success for this effort is in the growth-capital area with a financial sponsor investing alongside our capital," PERA spokeswoman Katie Kaufmanis said.

Such a "sponsor" could be another venture fund or private equity firm.

PERA will not play favorites when it comes to industry – any company headquartered or doing business here will have a chance to qualify, she said.

In any case, \$50 million isn't really that much considering PERA is the 21st largest public pension plan in the nation with more than \$40 billion in assets.

Aside from its new fund, PERA already invests about 9 percent, or \$3.5 billion, into private companies that are viewed as growing.

Those investments pose a greater risk than the majority of PERA's investments, but they also have reaped a higher return over the years, Kaufmanis said.

Between 1982 and 2011, these kinds of investments have yielded a more than 10-percent return, she said.

It will be difficult, however, to know which companies PERA ends up investing in via its new fund.

PERA will use its annual report to share how much it invested in any given year as well as any returns earned. But it won't name the private companies in which it invests.

It will invest an average of about \$4 million in each of the compa-

PERA has hired Credit Suisse Asset Management to manage its new fund.

PERA offers retirement and other benefits to nearly 500,000 current and former employees of more than 500 government and public entities in Colorado.



# **ECONOMIC HEALTH** from 3

Birks said.

The idea, Birks said, is to try to attract the manufacturers of these raw products to our area, creating jobs and minimizing shipment costs for local companies.

The city also could work to bridge gaps in industry clusters, Birks said. The city has identified five industry clusters, which are geographically concentrated companies and institutions in a particular field.

Fort Collins' clusters — not to be confused with CSU's Superclusters are bioscience, clean energy, technology, water innovation and "uniquely Fort Collins," which includes those companies that are unique, independent and contribute to the quality of life in Fort Collins.

Two of these clusters overlap with CSU Superclusters. CSU is home to clusters in the areas of clean energy, infectious disease — which is a parallel with bioscience — and cancer research.

Between the city and CSU, there are clusters in six different sectors, but working more closely with the NCEDC may help to identify other areas in which an industry cluster may be helpful, Birks said.

Another change requested by the Economic Health Office is a \$15,000 investment in the Shop Fort Collins First initiative, which encourages shoppers to spend their retail dollars locally instead of heading to Loveland's Centerra or Denver.

Shop Fort Collins First works to educate consumers that 60 percent of the funding for city services like parks, police and the fire department, comes from sales- and use-tax, and that for every \$100 spent in Fort Collins, \$3.85 goes to city services.

The effort is supported mostly by local retailers and retail associations, but the city's increased support will help create a single marketing campaign, Birks said.

Beyond these changes, the Economic Health Office is looking to streamline the process for businesses that request incentives.

Birks cited the recent example of Avago Technologies, which was recently approved for a second round of tax breaks worth \$4.6 million.

It took several months for Avago's request to be heard by City Council, Birks said, rather than a more desirable time frame of six to eight weeks.

A request to use \$1 million to establish a revolving loan fund to help existing businesses expand or move to a new location within the city was not approved by council on its first reading of the budget last month. The fund would have targeted startups that are no more than 2 years old and businesses that are focused on arts and culture or local food production.

The budget must pass a second reading by the city council on Nov. 20.

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#### MAX from 3

ing the number of trips taken in an area in a given day. Information from land-use, population and economic forecasts is incorporated to estimate how many "person trips" will be made in an area.

The next step determines "trip distribution," which can be thought of as the process by which a traveler decides where to go to meet a given need, according to the Center for Urban Transportation Studies at the University of Wisconsin-Milwaukee.

To configure distribution, something called the "gravity model" is

applied, factoring in the number of attractions in a given area — including schools, museums, grocery stores — and the distances between them.

Perhaps the most critical step in the process is determining "mode choice," or which trips are made using which types of transportation, be it transit, carpool or by simply driving somewhere.

This step takes into consideration travel time, cost and convenience of a mode of transportation between an origin and a destination, and each factor is weighted by importance to travelers.

A "mode bias factor" is also incorporated to accommodate for things like privacy and comfort when traveling.

The final step is "traffic assignment," which uses all of the data compiled in the first three steps, plus considers congestion and time of day to determine which specific path travelers will use to get from their origin to their destination.

For Fort Collins' MAX system, all of this boiled down to an estimated 1.25 million riders in the first year of operation, a number that Ravenschlag thinks is realistic.

The current Transfort system sees 2.2 million riders per year, Ravenschlag said. Two Transfort routes, operating along College Avenue and between CSU and downtown Fort Collins, will cease operation once MAX begins running.

Keeping those two Transfort routes would mean redundancy in the system, Ravenschlag said. The rest of Transfort's routes, which stretch far beyond the reach of MAX, will remain in operation.

The College Avenue route is the most-ridden in the city, according to Ravenschlag, because it runs through the city's workforce and residential center, and the route that moves between CSU and downtown is popular with both students and

faculty.

In 2011, Route 1, which runs from Front Range Community College along College Avenue to the downtown Transit Center, carried just over 329,000 riders. That number has increased by 4.4 percent so far in 2012.

Route 15, which runs between CSU and the Transit Center, carried 110,950 riders in 2011 and is on pace with that number so far this year.

These numbers are far lower than the projected MAX ridership, but Ravenschlag said that because MAX will tap into a new market, the projections are expected be on target.

This market will include a lot of CSU students and faculty, Ravenschlag said, especially because MAX will connect the CSU Veterinary Teaching Hospital with the rest of campus.

Ravenschlag expects that new development taking place in midtown will also bump up ridership. Two student housing projects are under construction right now: The Commons and The Grove, which together will add 1,000 beds to the area.

Ravenschlag anticipates that the MAX system will be even more heavily ridden than the two existing routes, because of the new system's convenience. MAX was engineered to provide both maximum convenience to riders as well as speed of travel

Many of the features of the MAX buses and route are made to speed up the trip as much as possible. To get from the route's southernmost point near Harmony Road to the downtown Transit Center will take about 20 minutes.

Rides of a similar distance on Tranfort buses can take 30 minutes or more, because the stops are closer together than MAX stops will be and Transfort buses travel with regular vehicle traffic.

MAX buses will travel on dedicated "guideways" for the majority of the route, only entering traffic on College Avenue twice for short distances.

Beyond the first year, Ravenschlag's goal is to increase ridership by 5 percent, or 62,800 riders every year, but he expects that the increases will be even greater.





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Applications for bankruptcy protection are filed with the U.S. Bankruptcy Court in Denver. Chapter 7 denotes filings made for liquidation. Chapter 11 indicates filings for reorganization. Chapter 13 indicates filings that enable petitioners to pay off their creditors over three to five years.

#### **FORECLOSURES**

Includes notices of election and demand filed by creditors alleging default on a debt. Foreclosures are not final until a Public Trustee's Deed has been issued.

#### **STATE TAX LIENS**

Judgments filed against assets of individuals or businesses with delinquent taxes.

This information is obtained from SKLD Information Services.

#### **JUDGMENTS**

Judgments constitute decisions by a court of law against an individual or corporation for payment of monetary damages.

#### **WARRANTY DEEDS**

Transfers property while guaranteeing a clear title free of any encumbrances that are not listed on the deed.

#### **BANKRUPTCIES**

#### **Larimer County**

## Chapter 7

THOMAS LEE HEIL, 560 ST JOHN PL, LOVELAND; CASE #2012-30868, DATE FILED: 10/10/2012.

**WILLIAM CRAIG STAROS, 1536** QUAIL HOLLOW DRIVE, FORT COL-LINS; CASE #2012-30873, DATE FILED: 10/10/2012.

**JOHN NICHOLAS COWEL, 4207 N** COUNTY ROAD 13, FORT COLLINS; CASE #2012-30874, DATE FILED: 10/10/2012.

MONICA D FAIRBANKS, 985 W 10TH STREET D2, LOVELAND; CASE #2012-30915, DATE FILED:

JOHN SCHRECK, PO BOX 11, WELLINGTON; CASE #2012-30959, DATE FILED: 10/11/2012

**JACK ANDREW JR DYKEN, 1144** BELLE DR, LOVELAND; CASE #2012-31003, DATE FILED: 10/11/2012.

**TODD LYNN ROBERTSON.** 3154 SALLY ANN DRIVE, LOVELAND; CASE #2012-31087, DATE FILED: 10/12/2012.

MARK VICTORY, 2908 WEST OLIVE STREET, FORT COLLINS; CASE #2012-31116, DATE FILED: 10/12/2012.

**DANIEL JAY SARGENT, 812** AZTEC DRIVE, FORT COLLINS; CASE #2012-31146, DATE FILED: 10/12/2012.

ELISEO WILFRED MARTINEZ, 1000 WEST HORSETOOTH RD APT D4, FORT COLLINS; CASE #2012-31232, DATE FILED: 10/13/2012.

STEPHANIE N COPPENS. 3040 MOUNTAIN LION DR APT 111, LOVE-LAND; CASE #2012-31295, DATE FILED: 10/16/2012.

KATIE W SANDERS, 1707 E 16TH ST, LOVELAND; CASE #2012-31307, DATE FILED: 10/16/2012.

HEATHER ALICIA BURGESS, 272 ACACIA DR, LOVELAND; CASE #2012-31343, DATE FILED:

10/16/2012.

CHRISTINA L COOK, 1046 CYPRESS DR, FORT COLLINS; CASE #2012-31396, DATE FILED: 10/17/2012.

YOLANDA H SCHMIDT, 1208 S DOTSERO DRIVE, LOVELAND; CASE #2012-31472 DATE FILED:

JAMES TIMOTHY CARROLL. 4540 LARKBUNTING DR APT 8A FORT COLLINS; CASE #2012-31473, DATE FILED: 10/18/2012.

**ADAM CHRISTOPHER JASPERS,** 614 BENTLEY PL, FORT COLLINS; CASE #2012-31503, DATE FILED: 10/19/2012.

**LAURA MICHELLE LEWIS. 401 N** TIMBERLINE RD #223, FORT COL-LINS; CASE #2012-31514, DATE FILED: 10/19/2012.

ALAN M ARBOGAST, 3155 WHITE ELM DRIVE, LOVELAND; CASE #2012-31593, DATE FILED:

#### Chapter 11

MOUNT SKY GROUP LLC, 225 SE 42ND ST UNIT C, LOVELAND; CASE #2012-31605, DATE FILED: 10/19/2012.

## Chapter 13

ORLANDO RAMIREZ, 2251 FORECASTLE DR, FORT COLLINS; CASE #2012-30899, DATE FILED: 10/10/2012.

PERLA S BECHTOLD, 7202 SCAMP COURT. FORT COLLINS: CASE #2012-31008, DATE FILED:

TOBYLEE MERRIT ROWE, 1892 GUNNISON PL, LOVELAND; CASE #2012-31297, DATE FILED: 10/16/2012

DARREL LYN BOTHWELL, 3110 THREE SILOS DR, WELLINGTON; CASE #2012-31381, DATE FILED: 10/17/2012.

#### **WELD COUNTY**

# **CHAPTER 7**

**RICHEY DWAYNE PROPS, 1121** N 2ND ST. JOHNSTOWN: CASE #2012-30851 DATE FILED: 10/10/2012

**DAVID KOUNS BRADDON, 5215** MT AUDUBON ST, FREDERICK; CASE #2012-30852, DATE FILED:

**MICHAEL BLINN HOWES.** 39547 BLVD B. EATON: CASE #2012-30867. DATE FILED: 10/10/2012.

**DANIEL SCOTT ODELL, 10611** COAL MINE ST, FIRESTONE: CASE #2012-30943, DATE FILED: 10/10/2012.

ANDREW C MEYER, 3775 W 25TH ST APT G207, GREELEY; CASE #2012-30966, DATE FILED: 10/11/2012.

EDWARD J GONZALES, 817 SOUTH FIRST AVENUE, BRIGHTON; CASE #2012-30968, DATE FILED: 10/11/2012.

JESSE JR MENDOZA, 2328 W 28TH ST. GREELEY: CASE #2012-30971, DATE FILED: 10/11/2012.

ASHLEY CHRISTINE MA ALECE, 1436 RED FOX CIRCLE, WINDSOR CASE #2012-31026, DATE FILED: 10/11/2012.

**DAVID EDWIN NEWTON, 1033 1/2** 22ND AVENUE COURT, GREELEY: CASE #2012-31030, DATE FILED:

**DANIEL BURELA,** 10655 EAST 157TH COURT, BRIGHTON; 10/11/2012.

GARY ARAGON, 184 43RD AVENUE CT, GREELEY; CASE #2012-31055, DATE FILED: 10/11/2012.

BRIAN DEWAYNE RIFE, 460 ELIZABETH ST, FORT LUPTON; CASE #2012-31086, DATE FILED: 10/12/2012

**CHRISTIAN WOLFGANG MILLER,** 900 GLEN AVRE STREET DACONO. CASE #2012-31088. DATE FILED:

MARIA ELENA SANCHEZ.

353 ASPEN DRIVE, BRIGHTON; CASE #2012-31154, DATE FILED:

10/12/2012.

**LOREEANN LYNELLE MORALES,** 3526 HOTTMAN STREET, BRIGH-TON; CASE #2012-31163, DATE FILED: 10/12/2012.

SELENE MERCADO, 12224 JOP-LIN ST. BRIGHTON: CASE #2012-31168. DATE FILED: 10/12/2012.

KENNETH WAYNE HARTSHORN. 631 1ST ST, NUNN; CASE #2012-31186, DATE FILED: 10/13/2012.

LARRY WILLIAM HAAS, 545 HAY-LOFT WAY, BRIGHTON; CASE #2012-31227, DATE FILED: 10/13/2012.

JENNIFER L LAND, PO BOX 564, JOHNSTOWN; CASE #2012-31237, DATE FILED: 10/13/2012.

KAREN LYNN NEUWIRTH, 254 DENVER STREET, BRIGHTON; CASE #2012-31238, DATE FILED:

PAULINE B BENAVIDEZ, 1733 30TH STREET ROAD, GREELEY: CASE #2012-31239, DATE FILED: 10/13/2012.

ANTHONY MICHAEL TORCHIO, 128 CHEYENNE AVE, EATON; CASE #2012-31282, DATE FILED: 10/16/2012.

HECTOR MARQUEZ TARANGO, 12285 MONACO DR, BRIGHTON; CASE #2012-31293, DATE FILED: 10/16/2012.

JACK L SOUTHARDS, PO BOX 536, GILCREST; CASE #2012-31305, DATE FILED: 10/16/2012.

**HEATHER A MARTIN, 314 19TH** AVE CT, GREELEY; CASE #2012-31306, DATE FILED: 10/16/2012.

STEPHANIE L STEINKRAUS, 1836 SEADRIFT CT, WINDSOR; CASE #2012-31308, DATE FILED: 10/16/2012.

KARLA J YELLOW BOY, 640 46TH AVE CT, GREELEY; CASE #2012-31362, DATE FILED: 10/17/2012.

STEVEN A SAUNDERS, 1202 31ST AVE, GREELEY; CASE #2012-31363, DATE FILED: 10/17/2012.

JENIFER KIMBRIEL, 5388 ROSEWOOD AVE, FIRESTONE; CASE #2012-31371, DATE FILED: 10/17/2012.

DESTA G HAILE, 1694 BLUEBELL DRIVE, BRIGHTON; CASE #2012-31421, DATE FILED: 10/17/2012.

**JERRY D MARRS,** 109 S MARJORIE AVENUE, MILLIKEN; CASE #2012-31449, DATE FILED: 10/18/2012.

**STEPHEN LOUIS GARDNER, 3313** W 27TH STREET LANE, GREELEY; CASE #2012-31470, DATE FILED: 10/18/2012.

TIRZAH M STREED, 11822 COUNTY ROAD 641/2, GREELEY; CASE #2012-31540, DATE FILED: 10/19/2012.

**RANDY JOEL LANGDON, 1096** GLENDALE CIRCLE. DACONO: CASE #2012-31557, DATE FILED:

**KEVIN BRUCE DEARTH. 4559** 

HOLLOWBERRY CT, FREDERICK; CASE #2012-31564, DATE FILED: 10/19/2012.

BRANDYN ANTHONY WAHL, 192 BLUE STEM ST, BRIGHTON; CASE #2012-31622, DATE FILED: 10/19/2012.

Chapter 11 JOHN T WINDELL, 9999 WCR 25, FORT LUPTON; CASE #2012-30841, DATE FILED: 10/10/2012.

AQUATIC AND WETLAND COM-PANY, 9999 WCR 25, FORT LUPTON; CASE #2012-30843, DATE FILED: 10/10/2012.

Chapter 13 KAREN ELAINE ESQUIBEL, 142 50TH AVE COURT, GREELEY; CASE #2012-30849, DATE FILED: 10/10/2012.

MICHAEL RAY CLEMENSON, 9265 WCR 57, KEENESBURG; CASE #2012-30853, DATE FILED: 10/10/2012.

**HOLLEE MAXINE HAYES, 1104** PACIFIC COURT, FORT LUPTON; CASE #2012-30871, DATE FILED: 10/10/2012.

**DOUGLAS E GROVES. 32800** EAST 149TH AVE, BRIGHTON; CASE #2012-30957, DATE FILED: 10/11/2012.

ADAM MATTHEW ESPINOSA, 14534 PICADILLY RD, BRIGHTON; CASE #2012-31219, DATE FILED: 10/13/2012.

NANCY MAE CARTER, 2531 49TH AVE UNIT 3, GREELEY; CASE #2012-31248. DATE FILED: 10/13/2012.

JARETH MARLO MICHEL, 2125 OVERLAND DR, BRIGHTON; CASE #2012-31259, DATE FILED: 10/13/2012

MATTHEW THOMAS POYDOCK, 538 STETSON COURT, BRIGHTON; CASE #2012-31285, DATE FILED: 10/16/2012.

**CHRISTOPHER FUSHIMI,** 392 LAS LOMAS ST, BRIGHTON; CASE #2012-31445, DATE FILED: 10/18/2012.

KEVIN L PADDOCK, 750 FALCON PLACE, MILLIKEN; CASE #2012-31566, DATE FILED: 10/19/2012.

# **FORECLOSURES**

# **Larimer County**

BORROWER: WILLIAM KUNZMAN, 4317 ANN ST, FORT COLLINS. LEND-FR: DEUTSCHE BANK NATIONAL TRUST C. AMOUNT DUE: \$325252. CASE #67165. 9/27/2012

BORROWER: JEREMY S MAY-CROFT. 8316 MEDICINE BOW CIR. FORT COLLINS. LENDER: JPMOR-GAN CHASE BANK, AMOUNT DUE: \$134258, CASE #67898, 10/1/2012

**BORROWER: 43RD STREET PART-**NERS LLC, VL, . LENDER: MILE HIGH BANKS, AMOUNT DUE: \$1850000. CASE #68330. 10/2/2012

**BORROWER:** CHRISTOPHER LEE COSEO, 2551 GILPIN CT, LOVE-LAND. LENDER: BANK AMERICA, AMOUNT DUE: \$166016. CASE #68331. 10/2/2012

**BORROWER:** KIMBERLY A & KEVIN T KNOWLES, 820 N JEFFERSON AVE, LOVELAND. LENDER: JPMC SPECIALTY MORTGAGE LLC. AMOUNT DUE: \$130043. CASE #68332. 10/2/2012

**BORROWER: DOUGLAS J & EMILY** DEVORE, 812 N COUNTY ROAD 31, BERTHOUD. LENDER: BANK NEW YORK MELLON TRUST CO, AMOUNT DUE: \$300610. CASE #68333. 10/2/2012

BORROWER: JOHN P BUCHAI -LA. 214 E NEBRASKA AVF. RFR-THOUD. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$161808. CASE #68335. 10/2/2012

BORROWER: ADAM M MARKS. 1309 WALNUT ST, LOVELAND. LENDER: US BANK, AMOUNT DUE: \$227211. CASE #68336. 10/2/2012

**BORROWER: SCOTT L & JULIETTE** FARDULIS, 1488 KATIE DR. LOVE-LAND. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$215758. CASE #68337. 10/2/2012

BORROWER: CLIFFORD HARKER, 924 GARFIELD AVE, LOVELAND. LENDER: NEW CENTURY HOME EQUITY LOAN T, AMOUNT DUE: \$188500. CASE #68338. 10/2/2012

**BORROWER:** MODESTO DAVID JR & MICHELLE CRUZ, 8116 MUMMY RANGE DR, FORT COLLINS. LEND-ER: BANK AMERICA, AMOUNT DUE: \$139031. CASE #68339. 10/2/2012

BORROWER: MICHAEL D JAUDON, 8866 LONGS PEAK CIR, WINDSOR. LENDER: FEDERAL NATIONAL MORTGAGE ASSN. AMOUNT DUE: \$354971. CASE #68340. 10/2/2012

BORROWER: CARL E TOWNER, 108 LONGS PEAK RD, ESTES PARK. LENDER: US BANK, AMOUNT DUE: \$947874. CASE #68341. 10/2/2012

BORROWER: PATRICK P KNOLL 3801 N COUNTY ROAD 19, FORT COLLINS. LENDER: PINETREE FINANCIAL PARTNERS FF, AMOUNT DUE: \$137000. CASE #68342. 10/2/2012

**BORROWER: DENISE Y & ROBERT** C LUCAS, 102 W COUNTY ROAD 70, WELLINGTON. LENDER: SECU-RITY SERVICE FEDERAL CREDI, AMOUNT DUE: \$120432. CASE #69074. 10/3/2012

BORROWER: FRED & BARBARA LIEBERMAN, 3721 SETTLERS RD. FORT COLLINS. LENDER: DEUTSCHE BANK NATIONAL TRUST C, AMOUNT DUE: \$119424. CASE #69075. 10/3/2012

**BORROWER: JESSICA M TAYLOR,** 147 W 10TH ST, LOVELAND. LEND-ER: BANK AMERICA, AMOUNT DUE: \$158657, CASE #69076, 10/3/2012

**BORROWER: MELISSA VORHIES,** 955 BITTERBRUSH LN, FORT COL-LINS. LENDER: BANK AMERICA AMOUNT DUE: \$178996. CASE #69077. 10/3/2012

BORROWER: CATHERINE L FLOYD. 5121 FOOTHILLS DR, BERTHOUD. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$311884. CASE #69078. 10/3/2012

BORROWER: JODENE M ALBO, 6703 AUTUMN RIDGE DR UNIT 2, FORT COLLINS. LENDER: GMAC MORTGAGE LLC, AMOUNT DUE: \$117292. CASE #69079. 10/3/2012

BORROWER: MICHAEL D CHIS-MAR, 2824 N OVERLAND TRL, LAPORTE. LENDER: BANK AMERI-CA, AMOUNT DUE: \$102053. CASE #69081. 10/3/2012

BORROWER: JOHN M HAYES, 3107 SWEENEY ST, FORT COLLINS. LENDER: COLORADO HOUSING FINANCE AUTHO, AMOUNT DUE: \$183027, CASE #69082, 10/3/2012

BORROWER: FRED LIEBERMAN. 3721 SETTLERS RD, FORT COL-LINS. LENDER: DEUTSCHE BANK NATIONAL TRUST C, AMOUNT DUE: \$119424. CASE #69083. 10/3/2012

BORROWER: JANET K LEWIS, 994 MONROE AVE, LOVELAND. LENDER: COLORADO HOUSING FINANCE AUTHO, AMOUNT DUE: \$107118. CASE #69335, 10/4/2012

BORROWER: CLAYTON L III & LAURA G QUACKENBUSH, 1400 VILLAGE AVE, LOVELAND. LEND-ER: JPMORGAN CHASE BANK, AMOUNT DUE: \$188966. CASE #69336, 10/4/2012

**BORROWER:** LESLIE C BOTHA, 364 VIRGINIA DR. ESTES PARK, LENDER: FEDERAL NATIONAL MORTGAGE ASSN, AMOUNT DUE: \$226355. CASE #69337. 10/4/2012

BORROWER: GOODRICH INVESTSMENTS LLC, , . LENDER: 20101 RADC CADC VENTURE LLC, AMOUNT DUE: \$633205. CASE #69338. 10/4/2012

BORROWER: DERRICK J KELLN, 628 GAYLA CT, LOVELAND. LEND-ER: JPMORGAN CHASE BANK. AMOUNT DUE: \$121076. CASE #70122. 10/8/2012

**BORROWER: ROBERT W & CARA** D GIESLER. 3912 BALSAWOOD LN. JOHNSTOWN. LENDER: JPMOR-GAN CHASE BANK, AMOUNT DUE: \$189271. CASE #70124. 10/8/2012

BORROWER: JEROLD D & JENNI-FER L MORGAN, 9233 PRAIRIE WAY, LOVELAND, LENDER: CITIMORT-GAGE INC, AMOUNT DUE: \$185119. CASE #70125. 10/8/2012

BORROWER: KARL D & LAURIE J PAINTNER, 244 MARCY DR, LOVE-LAND. LENDER: GARBORVIEW 2005 16 TRUST FUND, AMOUNT DUE: \$271712. CASE #70126. 10/8/2012

BORROWER: VICTORYWEST INC, . LENDER: 20101 RADC CADC VEN-TURE LLC, AMOUNT DUE: \$538755. CASE #70127. 10/8/2012

BORROWER: ABEL BEGA, 317 CRESCENT DR, LOVELAND. LEND-ER: EVERBANK, AMOUNT DUE: \$136069. CASE #70129. 10/8/2012

BORROWER: WILLIAM A GARMAN. 4056 PLUM CREEK DR, LOVELAND. LENDER: BANK AMERICA, AMOUNT DUE: \$153317. CASE #70130. 10/8/2012

BORROWER: JEANINE D & GOR-DON A EMORY, 3130 RED MOUN-TAIN DR. FORT COLLINS, LENDER: LNV CORP, AMOUNT DUE: \$265471. CASE #70509. 10/9/2012

BORROWER: KIMBERLEY K BLEAKLEY, 1977 GRAYS PEAK DR UNIT 103, LOVELAND. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$131012. CASE #70510. 10/9/2012

**BORROWER:** BAILEY F AMES, 509 W 3RD ST, LOVELAND. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$152773. CASE #70511. 10/9/2012

**BORROWER: JON & JEANNE WIL-**LIAMSON, 302 E MICHIGAN AVE, BERTHOUD. LENDER: US BANK, AMOUNT DUE: \$235146. CASE #70512. 10/9/2012

**BORROWER: MARC & SAMANTHA** L GARCIA, 430 DEL CLAIR RD, FORT COLLINS. LENDER: EVERBANK, AMOUNT DUE: \$220169. CASÉ #70513. 10/9/2012

BORROWER: GILDRE C GARCIA, 2239 CLEARFIELD WAY, FORT COL-LINS. LENDER: BANK AMERICA, AMOUNT DUE: \$214404. CASE #70514. 10/9/2012

**BORROWER:** FREDDY T JR & KARI G NELSON, 4162 BALSA CT, LOVE-LAND. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$209995. CASE #70515. 10/9/2012

**BORROWER:** HILL AT COBB LAKE LLC, , . LENDER: COLORADO COM-MUNITY BANK, AMOUNT DUE: \$1805066, CASE #70516, 10/9/2012

BORROWER: MICOAL INVEST-MENTS LLC, VL, . LENDER: 20101 CRE COLAND LLC. AMOUNT DUE: \$5563826. CASE #70517, 10/9/2012

BORROWER: MICHAEL G & JONI L FREEMAN, 3915 CENTU-RY DR, FORT COLLINS. LENDER: DEUTSCHE BANK NATIONAL TRUST C, AMOUNT DUE: \$208487. CASE #70519. 10/9/2012

BORROWER: WARREN R JOHN-SON, 2330 W LINDA DR, LOVELAND. I ENDER: BANK AMERICA, AMOUNT DUE: \$186809 CASE #70520

BORROWER: PETER & ERIKA ALONGE, 1677 ORIOLE PL, LOVE-LAND. LENDER: HSBC BK USA, AMOUNT DUE: \$144800. CASE #70840. 10/10/2012

BORROWER: WILLA DEAN & CHARLES CHAMPNEY, 1590 RAVEN AVE UNIT B. ESTES PARK, LENDER: WELLS FARGO BK. AMOUNT DUE:

# EYE from 24

giving others' headaches and nausea actually start feeling similar symptoms.

Sounds like a case of hot air.

#### We're No. 1!

Fair Fort Collins has made yet another Top 10 list, this time bringing home the crowning achievement in the No. 1 spot on Livability's Best Downtowns List

Livability ranks America's best places to live and visit, and every year releases a list of the best downtowns in the country. This year, as a result of an atmosphere "equally appealing to foodies and families," Fort Collins topped that list.

The publication trumpeted the Mason Corridor project, the River District and downtown Fort Collins' historic designation. Among the "don't miss" attractions, according to Livability: New Belgium Brewing, the Lincoln Center and Old Town Square.

Fort Collins beat out the downtowns in cities like Charleston, S.C. and Alexandria, Va., which came in at No. 2 and No. 3, respectively. No other Colorado city made the list.

Livability compiled the list by first considering what would be the "optimal population for a 'best experience' and took a middle-of-the-road, Goldilocks approach of 'not too big or small,'" according to Livability's website. The list was narrowed down to cities with populations between 100,000 and 300,000.

"Then, to assess the current success and potential for these downtowns, we analyzed economic growth, unemployment and downtown vacancy rates, the distance between homes and downtown amenities, and residents' average income levels," the website said.

And so, after all of that numbercrunching, The Fort came out on top.

# **Beet Street gains ground on fundraising**

As it approaches the one-year mark since launching its Arts Incubator of the Rockies, Beet Street has added two large grants.

The first comes from the prestigious Emily Hall Tremaine Foundation, according to Beth Flowers, executive director of Beet Street. The foundation granted the incubator \$50,000 in each of the next two years.

The Emily Hall Tremaine Foundation is the premier national founder for the arts, Flowers said, so it's a "huge honor" to be given the grant.

Beet Street is also receiving a \$25,000 innOVATION grant from Americans for the Arts for its support of local artists.

Beet Street and AIR will continue fundraising and is planning a membership drive before the end of the year, Flowers said. The incubator's website, launched in September, hopes to attract 300 paid members and 1,000 unpaid members within a year.

# FOR THE **RECORD**

\$208583. CASE #70841. 10/10/2012

BORROWER: MARK A LAUTER-BACH, 5417 GULFSTAR DR, WIND-SOR. LENDER: WELLS FARGO BK, AMOUNT DUE: \$297859. CASE #70842. 10/10/2012

BORROWER: BRIAN E LINTS, 1568 E 6TH ST, LOVELAND. LENDER: BANK AMERICA, AMOUNT DUE: \$101287. CASE #70855. 10/10/2012

BORROWER: COOPERLAND LLC, VL, . LENDER: MILE HIGH BANKS, AMOUNT DUE: \$2650000. CASE #70856. 10/10/2012

BORROWER: CRAIG M & CAN-DACE D ROBERTS, 2276 DURANGO DR, LOVELAND. LENDER: GMAC MORTGAGE LLC, AMOUNT DUE: \$159914. CASE #70857. 10/10/2012

BORROWER: KELLY LYNN HOL-GATE, 438 ATACAMITE CT, LOVE-LAND. LENDER: BANK NEW YORK MELLON TRUST CO, AMOUNT DUE: \$129482. CASE #70858. 10/10/2012

BORROWER: GRANT W MORENO, 3733 GLENLOCH CT, FORT COL-LINS. LENDER: BANK NEW YORK MELLON, AMOUNT DUE: \$134367. CASE #70859. 10/10/2012

BORROWER: JOANNE M SEARS, 1155 LAVENDER AVE, LOVELAND. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$152704. CASE #70860. 10/10/2012

BORROWER: SUSAN TAMARAH HALL, 3904 HARRISON ST, WEL-LINGTON. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$145391. CASE #70861. 10/10/2012

BORROWER: ROBERT M & KIM-BERLY R SMITH, 5408 COPERNI-CUS DR, FORT COLLINS. LENDER: US BANK, AMOUNT DUE: \$322395. CASF #71178. 10/11/2012

Weld County BORROWER: LARRY L GARTON, 310 CHIMNEY PARK DR, WIND- SOR. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$159976. CASE #3876478. 9/27/2012

BORROWER: CAMI D & MICHAEL A WIDDER, 1633 ALPINE DR, ERIE. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$278081. CASE #3876479.9/27/2012

BORROWER: JESUS SALAS & MARIA D MERCADO, 142 CEDAR ST, HUDSON. LENDER: WELLS FARGO BK, AMOUNT DUE: \$140161. CASE #3876917. 9/28/2012

BORROWER: DAVID J HIGGS, 5483 BOBCAT ST, FREDERICK. LENDER: WELLS FARGO BK, AMOUNT DUE: \$192575 CASE #3876918 9/28/2012

BORROWER: GARY K DEJOHN, 24585 COTTONWOOD CT, KERSEY. LENDER: BAC HOME LOANS SERVICING LP, AMOUNT DUE: \$125963. CASE #3876919. 9/28/2012

**BORROWER:** STUART QUINN, 1330 71ST AVE, GREELEY. LENDER: US BK, AMOUNT DUE: \$339745. CASE #3876920. 9/28/2012

BORROWER: THOMAS K II & AUDREY MARSH, 10433 FORESTER PL, LONGMONT. LENDER: NATIONSTAR MTG LLC, AMOUNT DUE: \$138129. CASE#3876921. 9/28/2012

**BORROWER:** CHAD JENKINS, 1914 CHERRY LN, JOHNSTOWN. LEND-ER: BK AM, AMOUNT DUE: \$185285. CASE #3877213. 10/1/2012

BORROWER: TAMARA SUE REEDGREER, 317 IRON ST, LOCH-BUIE. LENDER: BK AM, AMOUNT DUE: \$151739. CASE #3877214. 10/1/2012

**BORROWER:** JAMES G & DIANE R GIBBS, 31219 COUNTY ROAD 41, GREELEY. LENDER: BK AM, AMOUNT DUE: \$265599. CASE #3877215. 10/1/2012

BORROWER: JASON & SHELLY MOREHEAD, 8802 WELSH LN, FREDERICK. LENDER: DEUTSCHE BK NATL TRUST CO, AMOUNT DUE: \$392300. CASE #3877216. 10/1/2012

BORROWER: JUANITA E WIL-LIAMS, 221 S JOSEPHINE AVE, MILLIKEN. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$134474. CASE #3877217. 10/1/2012

BORROWER: TIFFANI ANDRY-SHAK, 5946 E CONSERVATION DR, FREDERICK. LENDER: NATIONSTAR MTG LLC, AMOUNT DUE: \$210826. CASE #3877702. 10/2/2012

BORROWER: PHYLLIS I HAMAR, 3509 CLAREMONT AVE, EVANS. LENDER: BK AM, AMOUNT DUE: \$102657 CASE #3877703 10/2/2012

BORROWER: JAMES S & MAR-GARET AN PARKS, 9507 COUNTY ROAD 102, NUNN. LENDER: LVS TITLE TRUST I, AMOUNT DUE: \$243780. CASE #3877704. 10/2/2012

BORROWER: ORLANDO F CARPIO, 509 MAPLE AVE, EATON. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$161252. CASE #3877705. 10/2/2012

BORROWER: LARRY SCOTT, 3312 66TH AVE, GREELEY. LENDER: US BK, AMOUNT DUE: \$219034. CASE #3877706. 10/2/2012

BORROWER: TAYNA SHARON NOLLER, 11421 HIGHWAY 52, FORT LUPTON. LENDER: WELLS FARGO BK, AMOUNT DUE: \$6708. CASE #3877707. 10/2/2012

BORROWER: PHILLIP W & KIM M GREGORY, 10485 COUNTY ROAD 110, CARR. LENDER: BK AM, AMOUNT DUE: \$248961. CASE #3877708. 10/2/2012

BORROWER: MAURILIO NAVARRO, 3618 STAGECOACH DR, EVANS. LENDER: WELLS FARGO BK, AMOUNT DUE: \$143951. CASE #3877709. 10/2/2012

**BORROWER:** DEBBIE & CARLOS

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### **BANKING** from 5

some concerns about the impending Basel III.

Needless to say, Basel III includes a whole lot of complex financial-speak that I won't try and translate for you, but some of the basic concerns are the decreased ability to lend, overly complex rules that will increase overhead costs and forcing small banks to take on more risk.

Now, I hear from a lot of bankers, and many of them have expressed concern over the regulations resulting of the Dodd-Frank Consumer Protection and Wall Street Reform Act, which are implemented by the FDIC and others.

But in this case, even Andrew Hoenig, director of the FDIC and the guy in charge of implementing the rules that so many community bankers already hate, is nervous about this Basel III thing, too.

Hoenig reportedly told a conference of the American Bankers that "international regulators should delay new global bank capital rules or the U.S. should reject the rules and rethink how capital standards for financial institutions are set."

Sounds like rightful cause for concern in a still-recovering industry.

Molly Armbrister covers banking for the Business Report. She can be reached at 970-232-3139, at marmbrister@ncbr.com or at twitter.com/MArmbristerNCBR.



# FOR THE **RECORD**

ROYBAL, 315 19TH AVE. GREE-LEY. LENDER: WELLS FARGO BK, AMOUNT DUE: \$130183. CASE #3877710. 10/2/2012

BORROWER: DAVID D GARCIA, 1121 E 25TH STREET RD, GREELEY. LENDER: BK AM. AMOUNT DUE: \$121251, CASE #3877711, 10/2/2012

BORROWER: MICHAEL L CORBIN, 218 VALDAI ST. BRIGHTON, LENDER: BK AM. AMOUNT DUE: \$136019. CASE #3878066, 10/3/2012

BORROWER: HEIDI A WINKLE, 4527 W 1ST ST, GREELEY. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$114714. CASE #3878070. 10/3/2012

BORROWER: JOSHUA G STOOS, 405 MALLARD DR, SEVERANCE. LENDER: FED NATL MTG ASSOC AMOUNT DUE: \$136532, CASE #3878071 10/3/2012

**BORROWER: BRADLEY D CLARK-**SON, 843 51ST AVE, GREELEY, LENDER: WELLS FARGO BK, AMOUNT DUE: \$168010. CASE #3878072. 10/3/2012

BORROWER: MICHAEL O ROB-ERTS, 3208 68TH AVENUE CT, GREE-LEY, LENDER: US BK, AMOUNT DUE: \$241631, CASE #3878099, 10/3/2012

BORROWER: CHRISTOPHER GARRY & K GORSUCH, 1000 CAN-YON DR. WINDSOR, LENDER: BK AM, AMOUNT DUE: \$154794. CASE #3878100. 10/3/2012

**BORROWER: DIANA L DUNN. 509** PEBBLE BEACH AVE, JOHNSTOWN. LENDER: BK NEW YORK MEL-LON, AMOUNT DUE: \$7980. CASE #3878101. 10/3/2012

**BORROWER:** DARREN D & KRISTI L BERTRON, 495 HERITAGE LN, JOHNSTOWN, LENDER: US BK AMOUNT DUE: \$178904. CASE #3878405. 10/4/2012

BORROWER: JOHNATHAN & BIL-

LIE WALKER. 39336 BOULEVARD D, EATON. LENDER: WELLS FARGO BK, AMOUNT DUE: \$147527. CASE #3878718. 10/5/2012

BORROWER: FRANCISCO N CASTANEDA, 3068 HARVEST CIR, DACONO, LENDER: BASC 2006 KS7. AMOUNT DUE: \$207346. CASE #3878719, 10/5/2012

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**BORROWER: JEFFREY ALAN &** JEANNA PARKOS, 3407 15TH AVE, EVANS. LENDER: MARK & SUSIE M GADBURY AMOUNT DUE: \$60000 CASE #3879170. 10/8/2012

**BORROWER:** J MERCED MARES, 2237 APPLE AVE. GREELEY, LEND-ER: BK AM, AMOUNT DUE: \$50467. CASE #3879171. 10/8/2012

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BORROWER: ROGER D GOBELI, 2010 50TH AVE. GREELEY, LENDER: RAMP 2003RS11. AMOUNT DUE: \$53099. CASE #3879173. 10/8/2012

**BORROWER: DC LTD LLC. 578** BRIGGS ST, ERIE. LENDER: SUMMIT BK TRUST, AMOUNT DUE: \$294424. CASE #3879174. 10/8/2012

**BORROWER:** DAVID JR DEAN, 1312 8TH ST, FORT LUPTON. LENDER: COLO HOUSING FIN AUTHOR-ITY, AMOUNT DUE: \$100044. CASE #3879175. 10/8/2012

**BORROWER: DENISE & WILLIAM** DAVI ORTEGA, 377 BLUEGRASS CT WINDSOR LENDER: HSBC BK USA, AMOUNT DUE: \$266557. CASE #3879176. 10/8/2012

BORROWER: JEREMIAH PADIL-

LA. 7972 GORHAM CT. FREDER-ICK. LENDER: COLO HOUSING FIN AUTHORITY, AMOUNT DUE: \$120521. CASE #3879177. 10/8/2012

BORROWER: TOM I GONZALES, 501 1ST AVE, LA SALLE. LENDER: WELLS FARGO BK. AMOUNT DUF: \$187482. CASE #3879178. 10/8/2012

BORROWER: MARK A LANCAST-ER, 5112 W 6TH ST, GREELEY. LEND-ER: HSBC BK USA, AMOUNT DUE: \$215666. CASE #3879179. 10/8/2012

BORROWER: VILLAGE FAST LLC 9511 STATE HIGHWAY 392. WIND-SOR. LENDER: COLO COMMUNITY BK, AMOUNT DUE: \$4365276. CASE #3879180. 10/8/2012

BORROWER: JESUS MACIAS, 407 12TH ST, GILCREST. LENDER: WELLS FARGO BK. AMOUNT DUF: \$142282, CASE #3879181, 10/8/2012

**BORROWER:** LOREN D & RENITA E MCCOLLEY, 894 DURUM ST, WIND-SOR. LENDER: US BK, AMOUNT DUE: \$201815. CASE #3879182.

BORROWER: JOHN A & DEE A DUNGAN, 6286 TAFT ST, FRED-ERICK. LENDER: COLO HOUSING FIN AUTHORITY, AMOUNT DUE: \$203838, CASE #3879183, 10/8/2012

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**BORROWER: DANIEL JAMES &** BARBAR ROWLEY, 2704 HAVEN CT, EVANS. LENDER: WELLS FARGO BK, AMOUNT DUE: \$171693. CASE #3879185 10/8/2012

BORROWER: JUSTIN L BALDER-STON, 819 STAGECOACH DR, LOCHBUIE. LENDER: CENLAR, AMOUNT DUE: \$176000. CASE #3879186. 10/8/2012

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DERS. 1441 7TH ST. GREELEY. LENDER: BK AM, AMOUNT DUE: \$113749. CASE #3879187. 10/8/2012

**BORROWER: JUSTIN & AMANDA** TURNBULL, 906 N 2ND ST, JOHN-STOWN. LENDER: BK AM, AMOUNT DUE: \$193646. CASE #3879188. 10/8/2012

BORROWER: ADAM E & JULIA M KENDALL, 622 SCOTCH PINE DR, SEVERANCE. LENDER: BK AM, AMOUNT DUE: \$222345. CASE #3879189. 10/8/2012

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BORROWER: KIRK I HAYENGA, 32615 COUNTY ROAD 53, GREELEY. LENDER: ONEWEST BK. AMOUNT DUE: \$201665. CASE #3879191. **BORROWER: GAIL E GASKINS, 121** 23RD AVENUE CT, GREELEY. LEND-ER: WELLS FARGO BK, AMOUNT DUE: \$118366. CASE #3879820. 10/10/2012

BORROWER: PHILLIP R & MELA-NIE C WELLS, 415 LAUREL AVE. EATON, LENDER: BK AM, AMOUNT DUE: \$156383. CASE #3879821. 10/10/2012

BORROWER: KIRSTEN R & ROB-ERT A WIEST, 108 COBBLE CT, WINDSOR. LENDER: NATIONSTAR MTG LLC, AMOUNT DUE: \$284201. CASE #3879822, 10/10/2012

BORROWER: RICHARD M & VAL-ERIE L JENKINS, 15125 GOOD AVE. FORT LUPTON. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$201657. CASE #3879887. 10/10/2012

**JUDGMENTS** 

**Larimer County** DEBTOR: PATRICK HOWARD, CREDITOR: MAIN STREET ACQUISI-TION CORP. AMOUNT: \$1628.36. CASE #C-12C-002430. DATE: 9/27/2012

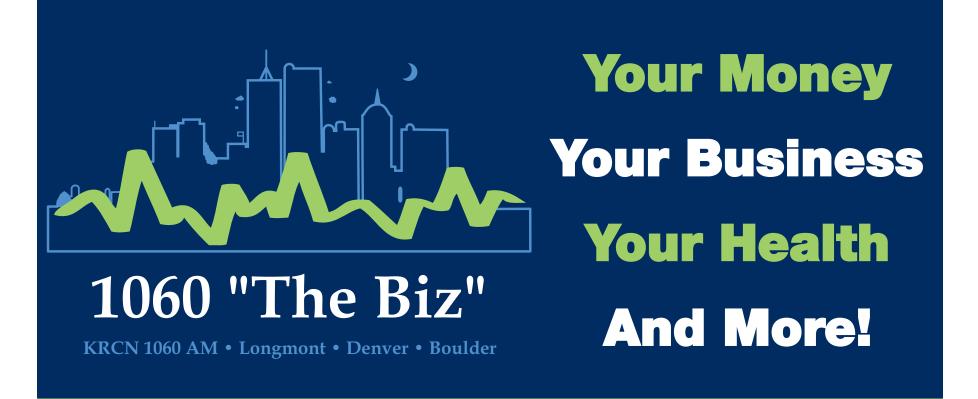
**DEBTOR: SCOTT BLAIR, CREDI-**TOR: PUBLIC SERVICE CREDIT UNION. AMOUNT: \$8502.54. CASE #C-12C-001937. DATE: 9/27/2012

**DEBTOR: YVONNE DUNN, CREDI-**TOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$3635.15. CASE #C-11C-009606. DATE: 9/27/2012

**DEBTOR: ROBERT E KELLGREN,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$5617.67. CASE #C-12C-007494. DATE: 9/27/2012

**DEBTOR: JIM PICKETT, CREDI-**TOR: DISCOVER BK. AMOUNT: \$10258.36. CASE #C-12CV-001181.





Bloomberg KRCN 1060 AM

# COMMENTARY

# Hard line in panhandling rules ignores truly needy

NORTHERN COLORADO BUSINESS REPORT

anhandling ordinances can be tricky business.

No one likes to see panhandling, especially the aggressive sort. But too often, the government's response is an overreaction that violates civil rights



**EDITOR'S NOTEBOOK** Allen Greenberg

or, at a minimum, makes life unnecessarily miserable for those with enough misery in their lives.

It's not always easy to drum up sympathy for panhandlers, but there are plen-

ty of people on our streets who aren't drug addicts or drunks and, instead, are simply down on their luck.

The Larimer County Com-



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mission is about to take up a new panhandling ordinance that, among other things, would establish fines of up to \$1,000 for panhandling.

Is that good policy, or an over-

reaction? You have to wonder: If a panhandler had \$1,000, would they bother begging on the streets?

Look, I'm all in favor of making sure panhandlers keep their hands off whomever they're

I agree with making it illegal for panhandlers to keep asking for money "after the person solicited has refused the panhandler's initial request."

But I'm afraid we're going overboard with some of the other provisions in this measure.

For example, as the proposal is currently drafted, panhandling would be prohibited any time from 30 minutes before sunrise or 30 minutes after sunset.

That means no panhandling in the early mornings or evenings, when, of course, most of us lucky

➤ See Editor, 27

# Balancing setbacks, oil drilling interests

n increase in oil and gas development is bringing jobs, revenues and a boost of economic vigor to Northern Colorado. But drilling and completing an oil and gas well is an industrial operation that can mean more trucks on the road, more dust, noise, odors and activity 24 hours a day, seven days a week.

The Colorado Oil and Gas Conservation Commission is responsible for ensuring that the state's oil and gas resources are developed efficiently, and in a manner that prevents waste and protects the legal rights of mineral owners. Equally important, we are charged with protecting public health and welfare, the environment and wildlife from the impacts that accompany development and production of these vital resources.

In recent years, the commission's regulations have evolved to keep pace with technological advances that have revolutionized oil and gas development in Colorado and across the nation. Fundamental changes

began in 2007, when the legislature revised the make-up of the commission to add commissioners with education, training, or experience in environmental or wildlife protection, soil conservation and agricultural production. In addition, two commissioners must be from the

West Slope, one must be a local government official and one must be a royalty owner.

The restructured commission embarked on a sweeping, 18-month overhaul of our regulations that included new



**GUEST OPINION** Matthew Lepore

protections for wildlife and the environment. The resulting rules are recognized as a national model for environmental protection. This year, the COGCC adopted rules that require operators to disclose

hydraulic fracturing chemicals. The environmental community has championed Colorado's frack disclosure rules as a benchmark for other states to emulate.

On Oct. 1, the commission determined to proceed with two new rulemakings: Over the next three months the commission will consider new rules to require greater monitoring of groundwater quality statewide; and the commission will weigh proposed rules governing setback distances between wells and buildings. The setback rules would mandate operators to take additional steps to minimize disturbances when extracting resources in close proximity to communities.

Commission staff is proposing a rule to require groundwater samples from two water wells, or other features such as springs or livestock wells, within one mile of an oil and gas well. One set of samples would be taken prior to drilling, another one year after drilling and a third set five years later. Such sampling

➤ See Guest, 27

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Would you support a new tax to establish a water bank that would help ensure adequate water supplies for Northern Colorado?

Answer now at www.ncbr.com. Responses will be accepted through Nov 13.

# Northern Colorado BUSINESS REPORT

# **VOLUME 18. ISSUE 3**

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#### **GUEST** from 26

would help determine - through any changes in quality after the baseline sample was taken - whether an oil and gas development may have affected nearby groundwater.

The proposed groundwater monitoring program would expand on some existing rules that require similar sampling in specific geographic regions. It would also enhance an existing and successful statewide voluntary program that began this year and has seen participation from operators drilling more than 90 percent of the wells in Colorado. Finally, it would dramatically increase the size of an already robust database of water quality maintained by the commission, which currently houses more than 6,000 results and is available to the public online at the commission's website.

The proposed setback rules would create a minimum setback distance

of 350 feet to apply statewide. Additionally, a 750-foot setback from buildings that regularly house more than 50 people, such as schools and hospitals, would be required. And, the proposed rules would require operators to take steps to eliminate or minimize noise, lighting, odors and dust in a buffer zone out to 1,000 feet from a proposed well or other production facility.

The proposed rules also mandate greater communication to nearby residents before wells are drilled. This is a more important component that many might realize. Why? We've learned that often disputes between residents and operators could have been eliminated or at least alleviated with greater outreach before drilling activities begin.

These proposed amendments to improve water quality monitoring and improve standards for wells drilled near occupied buildings represent another example of the way Colorado's oil and gas regulations are evolving to deal with changing technology and circumstances. Our work over the past several years, in partnership with the state legislature, industry, local governments and the environmental community, has led to a more balanced commission, drilling and hydraulic fracturing rules that serve as a national template and ongoing efforts to protect our air, water and neighborhoods.

We all use and depend upon oil and natural gas every day, in a multitude of ways. American ingenuity and technological prowess have greatly enhanced our ability to harness these resources domestically: Oil production in Colorado is on pace to set an all-time record this year, while domestic production of natural gas has dramatically lowered residential heating and cooling costs, and is contributing to a resurgence in domestic manufacturing. At the Colorado Oil and Gas Conservation Commission, we recognize production of these natural resources must be done responsibly, in a manner that protects Colorado's singular environment and preserves the exceptional quality of life Coloradoan's enjoy.

*Matthew Lepore is the director of the* Colorado Oil and Gas Conservation Commission and can be reached at matt.lepore@state.co.us.

# **EDITOR** from 26

enough to have a few disposable dollars are either en route to work or headed to dinner or the movies or whatever. In other words, these are the times of day when a panhandler is fairly likely to run into people.

So that item needs to be rethought, as does a provision prohibiting panhandlers from approaching anyone in a car stopped on a street.

Under that provision, how are you supposed to hand over that spare change? Should you just throw it at the poor soul?

The proposal also would crack down on panhandlers who cause the "person solicited to reasonably fear for his or her safety." I think prosecutors would have a tough time with that one. What's reasonable? What's unreasonable?

Under the ordinance, panhandling would be banned within 100 feet of an ATM, school grounds, a bus stop and on a bus, or in a parking garage or lot. And no panhandling would be allowed when you're climbing in or out of your parked car, or having a meal on the patio or sidewalk table at a restaurant.

With so many prohibitions, you have to wonder where and when panhandling might be allowed.

The bottom line: I think a lot of us can say we're in favor of trying to minimize aggressive forms of panhandling. Panhandlers can scare away business and no one wants that. But this measure merits closer review before the county commissioners adopt it.

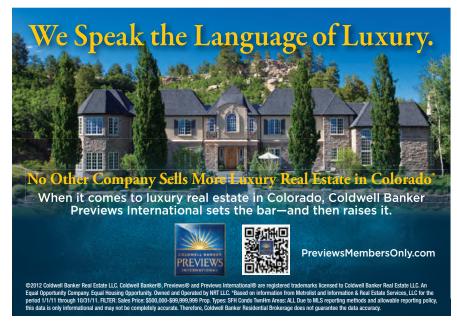
"For those of us that are honest about what we're doing out here, it's just another way to knock us down," a panhandler who identified himself as Norman Freel told the Coloradoan.

"Crack down on the bad apples and leave the rest of us alone," he said. "My sign doesn't say you must give me anything. I don't knock on windows. I'm just asking people to give what they can and what they're willing."

That sounds reasonable to me, and is a point the commissioners should take to heart before they cast their final vote.

Allen Greenberg is the editor of the Northern Colorado Business Report. He can be reached at 970-232-3142 or agreenberg@ncbr.com.





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University Center Ballroom
University of Northern Colorado
2045 10th Avenue, Greeley
Tickets including lunch: \$39