Northern Colorado



Have you met Brendle Group's Judy Dorsey?



AIRPORT

Big rehab plans put on hold at the airport.

Volume 18 | Issue 5 | Nov. 30 - Dec 13, 2012



COURTESY OF ALBERTA DEVELOPMENT PARTNERS

An artist rendering of what the rehabbed mall might look like.

Good odds for Foothills developer

Return of growth in retail should help fuel mall's turnaround

BY MOLLY ARMBRISTER

marmbrister@ncbr.com

FORT COLLINS — The developers of the struggling Foothills Mall believe they have a pretty good shot at attracting high-end

retailers paying high-end rents.

Retail trends at the moment suggest they're right.

With the economy recovering, some of the nation's biggest retailers are expanding again. At the same time, retail space is in short supply in the most popular shopping destinations in the region.

At the Marketplace at Centerra, for example, the occupancy rate of the 500,000-square-foot shopping center is 99 percent. Centerra's

➤ See Foothills, 16

Possible Woodward HQ site in floodplain

BY MOLLY ARMBRISTER

marmbrister@ncbr.com

FORT COLLINS — Dealing with the prospect of massive flooding and relocation of power transmission lines both stand in the way of Woodward's still-tentative plans for a new corporate campus at the Link-N-Greens golf course.

Addressing these issues could potentially add millions of dollars to the cost of preparing the land for Woodward's new HQ.

The \$1.9-billion (revenue) energy control systems company is in talks with the city and the Platte River Power Authority to make the changes necessary should it decide to move forward with the site along the Pou-

➤ See Woodward, 20

Special: DISCOVERIES

How Colorado and Wyoming's universities and federal labs are fueling their states' research economies and changing lives in the process.

INSIDE



CSU inventor: Wrong tape **linked to Abound problems**

BY STEVE LYNN

slynn@ncbr.com

FORT COLLINS – The end came just as the research and development team had turned the corner.

By then, however, it was too late; the money had run out.

That is how CSU mechanical engineering Professor W.S. Sampath describes the final days of Abound Solar, the Loveland-based bankrupt solar-panel company that relied on his lab work to make its solar arrays.

Sampath's technology is based on a thin film of cadmium telluride. It was supposed to produce electricity at a cost as low as \$2 per watt, about half the cost of power generated by traditional solar panels, which use crystalline silicon.

➤ See Abound, 2

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ABOUND from 1

In testimony before Congress and in media interviews, Abound — which had drawn down \$70 million on a \$400 million loan guarantee from the U.S. Department of Energy — has blamed its failure on competition from the Chinese. China has pumped billions of dollars into its solar industry, allowing its manufacturers to undercut U.S. and other competitors.

Sampath, in his first in-depth remarks on the company's problems, blames the Chinese, as well, but said he also was told of problems on the manufacturing floor.

Soon after Abound filed for Chapter 7 bankruptcy in June, Sampath requested a meeting with former employees in the company's R&D department. They brought Abound's downfall into focus.

"We had a long discussion," he said. What Sampath learned was that Abound's "very complex (manufacturing) system" hinged on too many electrical components and the wrong materials.

One of the main problems was with poorly designed "bus-bar tape" used in Abound's solar panels, he said. The tape collected electrical current from a larger area on the panel and transmitted it to wiring on the outside.

Abound acknowledged it struggled with issues in its bus bars in a quarterly report to the energy department in 2011.

Abound went through several ven-

dors before it found the correct design for bus-bar tape from 3M, Sampath was told. In the meantime, Abound was forced to make changes to equipment on its production line.

"You've got a big manufacturing line and then you have to redo the line for this new tape," he said. "It wasn't easy: You had to stop the production and change the tape and so on."

The tape issue had nothing to do with the technology that Sampath spent 21 years developing; in fact, he said he never actually made panels in his lab.

Although he continues to stand behind it, Sampath also acknowledged his technology wasn't perfect: It had been subjected to review by national testing labs, but questions remained about how it would perform outdoors.

Sampath pointed out that other solar panel makers such as Tempe, Ariz.-based First Solar use the sort of cadmium-telluride technology he developed.

But First Solar also has struggled lately, reporting a third-quarter decline in sales of 17 percent from a year earlier.

And like Abound, First Solar has had to replace defective panels.

Problems in solar-panel technology are par for the course, according to Sampath.

"You pass these (manufacturing) standards and you put them out in the field," Sampath explained. "You encounter some problems and you

figure out how to fix it."

"Then you go back and replace all these old panels," he said. "This is how the industry has been going."

Abound Solar's experience certainly fits that description.

A total of 350 of its faulty panels had to be replaced at the Rocky Mountain Innosphere in Fort Collins, among other locations. In all, thousands of other panels used in solar arrays worldwide also were replaced before the company's closure.

Documents from the U.S. Committee on Energy and Commerce, which is investigating Abound, show that the company spent more than \$8 million replacing defective panels with new ones. That figure includes the amount spent recycling the faulty panels.

Two leading manufacturing testing groups, UL and the International Electrotechnical Commission, had certified Abound Solar panels.

Sampath, however, now believes the evaluations may not have gone far enough.

"There's a good understanding in the research community that more tests need to be performed," he said.

Complicated technology takes time to refine, he said. In the end, Abound didn't have as much time as First Solar has had to make adjustments to its solar panels, he said.

"The money ran out," Sampath explained. "The DOE wouldn't extend their loan."

The energy department halted disbursements on Abound's loan guarantee in September 2011. It did so because the company had failed to meet "some of the financial milestones built into the loan agreement" after the floor fell out on the prices of solar panels, DOE spokesman Damien LaVera said in a blog post June 28, the day Abound announced its bankruptcy.

Just what those milestones were remains unclear; the DOE has refused to release details of the loan agreement.

Despite Abound's problems, Sampath believes the U.S. government should continue to subsidize the solar industry as well as research and development in the field.

He maintains that Chinese subsidies played a critical role in Abound's collapse.

Without those subsidies, Abound might have been able to better compete, he said.

"If you talk to the R&D folks, they seemed to have worked out all the known problems that were there in the field, toward the end," he said.

By then, however, time had run out for Abound.

The real "tragedy" of Abound's failure, he said, is that Chinese crystalline silicon panels are incapable of generating as much electricity as his own, Sampath said.

His technology, he said, still has the potential to produce more electricity at a lower cost.

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In the **Abound** losers club: CSU

t's likely to be a while before the dust settles, **⊥**but what is abundantly clear is that a lot of people lost money in the collapse of Loveland-based Abound Solar.

We can count CSU among the losers. The technology that the company was trying to commercialize came out of CSU.

CSU spokesman Mike Hooker says the university lost \$55,000 in Abound's bankruptcy.

The loss, which CSU does not expect it will recoup in bankruptcy pro-

ceedings, does not include additional spending by the university on items such as personnel, travel and materials.

CSU also had around a 1 percent equity stake in the company, which would have meant money in its pocket had the company gone pub-

"It's anybody's guess what that could have yielded," said Todd Headley, president of CSU Ventures, the university's technologytransfer arm.

In case you missed it, the Business Report's Steve Lynn's latest story on the Abound case starts on Page 1.

➤ See **Eye**, **21**



JONATHAN CASTNER

Airport Director Jason Licon had big plans in mind for the facility before Allegiant's sudden pullout.

Airport's terminal plans now on hold

Allegiant's departure means far fewer dollars for major projects

BY STEVE LYNN

slvnn@ncbr.com

The Fort Collins-Loveland Municipal Airport has been forced to slash its \$6.5 million project wish list in half as a result of Allegiant Air's defection.

Several projects planned through 2018, including the \$1.3 million first phase of a new terminal building, will now not move forward following the exodus of the airport's sole commercial carrier.

A new terminal never was certain to be constructed, but it's less likely with the airport lacking a commercial

"We really needed to have an airline to justify that expensive cost," Airport Director Jason Licon said.

Allegiant Air stopped its flights from the airport to Las Vegas and Phoenix last month. Allegiant CEO Maury Gallagher blamed the lack of an air-traffic control tower and too many general aviation aircraft in Fort Collins skies. The withdrawal came after the airline had flown planes at the airport for nearly a decade and despite a 26-percent increase in the number of passengers boarding planes from the airport.

The airport boasts nearly 230 aircraft and more than 20 helicopters. It's also home to a number of business jets, including ones owned by Woodward Inc., Crop Production Services, billionaire Pat Stryker's Bohemian Foundation and mobile-technology case maker OtterBox. Representatives of those companies either did not return calls or declined comment.

OtterBox CEO Brian Thomas, however, recently voiced support for a control tower and longer runway. "The airport is the first impression

that many visitors get of our great community, and there are opportunities to improve the property so that it better represents Northern Colorado now and in the future," he told the Business Report soon after Allegiant announced its departure.

Opportunities for enhancement abound at the airport, which has drawn up two plans for its future. One plan calls for \$6.5 million in upgrades, assuming another air carrier is found, while the other forecasts half as much funding for improvements with no airline.

One of the biggest improvements would have been a new terminal to replace the modular structure built in 2003 that now houses one of two gates.

Last added to in November 2011, the temporary building that houses Gate 2 feels more like a classroom

➤ See Airport, 16

With Stacey gone, UCH works to fill loss in 'social capital'

BY MOLLY ARMBRISTER

marmbrister@ncbr.com

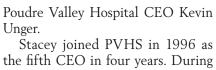
When Rulon Stacev moved into his new corporate job at University of Colorado Health in Denver, the shift left Northern Colorado without one of its better-known business leaders.

It's been nearly six months since the move and the consensus now seems to be that the loss of Stacey not to mention the headquarters of one of the region's two health systems — has not meant a notable economic hit, in large part because many of the jobs that had been here remain here.

On the other hand, according to CSU economist Martin Shields, the loss has been in "social capital."

As CEO of Poudre Valley Health System, Stacey had a rep-

utation in the community and within PVHS for creating an energetic environment. He emphasized a teambased culture that was "hard-wired" into the organization, in the words of



the fifth CEO in four years. During his tenure with the organization, he gained a great deal of respect from employees and community members

Shields said the impact of the relocation is noticeable in a variety of subtle changes.

What is at greatest risk is the relocation of talent, potential for reduced commitment to community and a reduced ability to assist other, related businesses, Shields said.

"Rulon was a unique personality in Northern Colorado," Shields said. "He was heavily involved in many aspects of the community."

To an extent, Shields said, "other people within the organization will fill that role."

In fact, Unger and his counterpart at Medical Center of the Rockies, George Hayes, have had to step up in some ways to fill Stacey's shoes since he became president of UCH in the

Stacey still makes routine trips to Northern Colorado, Unger said, but

➤ See UCH, 18



Stacey

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Home prices see big jump in Greeley

We all know about the oil and gas boom in Weld County, but have you heard about the housing boom in the Greeley-Evans market?

This trend is evidenced by three

months' worth of double-digit increases over the previous year in housing prices in Greeley and Evans, according to the most recent data from Information and Real Estate Services.



REAL ESTATE Molly Armbrister

August, September and October saw increases of 19.2 percent, 24.2 percent and 22.2 percent, respectively. What's more, the median price of a home in the submarket has risen in every month of 2012, with the exception of February, when home prices remained flat. April and May, meanwhile, saw double-digit increases.

In dollars and cents, this means the median home price in Greeley in October was \$165,000, compared with \$135,000 in October 2011.

Fort Collins and Loveland have also seen increases in median price in recent months, but the gains have been much smaller, at 4.3 percent and 3.3 percent, respectively.

Of course, Greeley's price is still significantly lower than median prices in other parts of Northern Colorado, but the sustained improvement in home prices there is reason for optimism.

Chalice Springfield, managing partner at Sears Real Estate in Greeley, points to a basic tenant of economics as one reason for the jump in home prices.

"It's partially about supply and demand," Springfield said.

Greeley residents are beginning to purchase homes again, Springfield said, so much so that the number of active listings in the area dropped to 420 as of October, compared with 962 back in October 2008.

During the recession, homebuyers retreated and foreclosures created a glut of vacant homes on the market in Greeley, but improving economic conditions and a decrease in the area's foreclosure rate have resulted in a nearly 11-percent drop in the number of active listings on the market year-over-year.

Foreclosure rates in Greeley have been steadily decreasing for nearly a year, with just a slight bump in April 2012 that dropped back down the very next month.

As of September, the foreclosure rate in Greeley was 1.41 percent, compared with 1.91 percent in September 2011, according to CoreLogic. Delinquency rates are also falling, from 4.88 percent in September 2011 to 3.93 percent a year later.

Delinquency rates track those homeowners who are 90 or more days behind on their payments. Greeley's delinquency rate is still higher than Colorado's, which was at 3.45 percent in September, but the area has made definite progress in the last year.

➤ See Real Estate, 18

CORRECTIONS

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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Banner affirms plans include hospital

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 — After weeks of leaving the question unclear, Banner Health officials finally acknowledged that their plans for a medical campus in Fort Collins will include a hospital.

Phase One of the campus, on which work has yet to start, includes three main components, according to Kip Edwards, vice president of design and construction for Banner.

IN REVIEW

These components include a diagnostic and treatment facility, which will include an emergency room, a health center, which will house specialists, and the hospital, which could eventually consist of two or three stories.

Banner hopes to break ground on its campus in late 2013 or early 2014,

Fort Collins'

Ministries to

in restitution

A homeless shelter in Fort Collins

must pay \$14,000 in restitution to the Denver Rescue Mission after its operators misused the charity's assets and

made false statements while soliciting

donations, the Colorado Attorney Gen-

Richard Thebo, 72, and his son Dar-

ren, 43, must pay the restitution to the

Denver Rescue Mission, the charity's

successor. Richard Thebo and Darren

Thebo also are barred from running or

forming any Colorado charity under the

using at least \$31,000 of the charity's

The Thebos were accused of mis-

Full Spirit Ministries founder Rev.

eral's office said.

Full Spirit

pay \$14K



with the facility opening in late 2015 or early 2016, if all goes smoothly.

The company's plan was made clear at a neighborhood meeting in

the area surrounding the proposed location of the campus, along Harmony Road between Lady Moon Drive and Cinquefoil Lane.

Powered by Clean - Natural G

COURTESY OF GREG GOEBEL

Loveland council OKs Lightning Hybrids deal

LOVELAND - The Loveland City Council approved a proposal for Lightning Hybrids to fit two city of Loveland buses with more fuel-efficient hydraulic hybrid powertrain systems.

Councilors approved the deal Nov. 20 as part of an agreement for the company to repay money it owes the city after the company fell short on promised job-creation.

The Loveland company, as part of a city incentive program, had promised to create 25 jobs for a \$50.000 cash payment in July 2009, according to city documents.

The city agreed to pay Lightning Hybrids another \$50,000 once the company had created an additional 25 jobs.

The company was given two years to create and maintain the jobs to receive the second payment. However, the city learned that Lightning Hybrids had created just 11 jobs by July 2011.

The terms of incentive package now require Lightning Hybrids to repay the city \$28,000, as the company had agreed to reimburse the city \$2,000 for each job it fell short on creating.



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Loveland may extend ban on new oil drilling

The city of Loveland said Nov. 15 that a two-month extension was "possible" on its nine-month moratorium on oil and natural-gas drilling.

The city cited new regulations that it expects the state will pass by early January as reasons to potentially extend its temporary drilling

The extension, suggested by Anadarko Petroleum Corp., would push the expiration date of the moratorium from Feb. 14 to early April.

Anadarko wants to drill in the Centerra area of the city, though it has not applied for a permit.



Sugar-beet harvest near record

GREELEY — The 2012 sugarbeet harvest in Northern Colorado came close to the record 2010 harvest thanks to scorching heat and genetically modified seed.

Amid a drought, this year's harvest yielded an average 30.77 tons per acre with a sugar content of 16.44 percent in Weld, Larimer and Boulder counties. In 2010, the harvest yielded a slightly higher average of 31 tons per acre, Mike Otto, senior agriculturist for the Western Sugar Cooperative, said.

"It'd be real close to the highest that we've had," Otto said about this year's sugar-beet harvest compared with the one in 2010. He added that this year's sugar contents were average.

The entire cooperative, which includes farmers in Colorado, Wyoming, Montana and Nebraska, reported a record harvest of 29.8 tons per acre containing 17.48 percent sugar. This year's crop outperformed that of 2010, when tons per acre averaged 26.97 with 17.29 percent sugar.

assets. The settlement resolves a lawsuit by the Attorney General's Office alleging that Full Spirit Ministries, which does business as Open Door Mission, told donors that their contributions would aid the homeless. The donations actually funded Richard Thebo's personal expenses, including improvements to his home, the attorney general's office said.

Integware cuts payroll from 120 to 27

The economy is in recovery but technology companies have seen their share of layoffs this year. They blame a variety of causes, from specific fears of health care reform to, more broadly, restructuring.

Tech always has been a boomand-bust industry, but this year has been a particularly difficult one for employment. The tech hardware and equipment segment, led by Hewlett-Packard, has shed 41,200 jobs, the most announced by North American companies this year, according to Bloomberg.

HP plans to cut 9,000 jobs in North America. The company has not released its Fort Collins employment numbers, though the Northern Colorado Economic Development Corp. has estimated it employs 1,200 to 1,500 people here.

How many of those jobs HP will eliminate here is unclear, but what is clear is that tech downsizings have not spared Northern Colorado-based com-

Integware Inc. of Fort Collins has reduced its workforce from 120 last year to 27 this year. Its revenues slid from \$15.3 million to \$8 million.

Chris Kay, president and CEO, blames uncertainty over health care reform. The company makes software for medical-device companies worldwide.

Specifically, Kay faults a 2.3 percent federal excise tax on medical technology that will take effect Jan. 1. "If you're a company and you make 10-percent net profit, that means that 23 percent

TECHNOLOGY

Steve Lynn

of your net profits are now eaten up by this tax," he said.

The Affordable Care Act would tax gross sales receipts of more than \$5 million for manufacturers and importers of medical devices

such as prosthetic limbs, defibrillators, X-ray machines, pacemakers, surgical tools and stents.

The tax is supposed to raise nearly \$30 billion in the next decade to fund health care reform, and the medicaldevice industry stands to gain from expanding

coverage, the Obama administration argues. Opponents say the tax will strain the capital-intensive medicaldevice industry.

Integware's layoffs appear to be one of the more extreme reactions locally to health care reform. So, how could a single-digit tax hike lead to a 73-percent decline in employment for a company?

Kay, who bought Integware in 2003, explains that his customers have held off on investments, which has meant lower revenues for his company.

One "multibillion-dollar company" declined Integware's services, he said, even though it would have realized a sizable return on its investment; it cited health care reforms for its decision.

Top executives at the company, which Kay declined to name, said, "'We've got plenty of money, but we don't know what's going to happen with the market," according to Kay. "'We don't know what health care reform's going to do to us, so we're just going to sit on our money."

All this has led Kay to cut labor costs. "These are generally very good, high-paying jobs," said Kay, noting that most were software engineers and project managers. "These are not basic-wage jobs. I lost a lot of great people."

The Obama administration claims that health care reform will inject dollars into the medical-device industry, but "our customers, the large OEM medical-device companies, don't believe that projection will hold true," he said.

One of those companies, Michiganbased Stryker Corp., which is not a customer of Integware, said last November that the tax played a role in its decision to reduce its global workforce by 5 percent.

Opponents have argued that the

uninsured already are receiving medical treatment, which ultimately is paid for by hospitals. Therefore, medicaldevice companies will not see much benefit from the increase in newly insured patients.

In the future, Kay hopes that struggling medical-device firms will continue to see the value that his company provides, including cutting costs in their operations and getting their products to market faster. He also is hoping that Congress might repeal the tax, though that seems unlikely.

There is, meanwhile, some good news for the local tech sector. Avago Technologies recently said it was likely to proceed with an expansion in Fort Collins that would add 135 jobs with an annual payroll of \$5.6 million. The expansion stems from the semiconductor manufacturer's growing wireless communications business, which involves making semiconductors in smart phones.

Fort Collins, which is giving Avago \$4.6 million in tax breaks, must still work out details of an agreement with Avago about how it will rebate the taxes to the company, as well as criteria on maintaining employees in return for incentives.

Steve Lynn covers technology for the Northern Colorado Business Report. He can be reached at 970-232-3147, slynn@ncbr.com or twitter.com/Stev-



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FOCUS: ENVIRONMENT

Dorsey: On the avant but not too far out

BY MAGGIE SHAFER

mshafer@ncbr.com

When she started Brendle Group in 1996, Judy Dorsey, the firm's president and principal engineer, had a vision of an environmentally focused engineering consulting firm. Over the last 16-plus years, Dorsey's vision became one of Northern Colorado's better-recognized companies. Dorsey – who also co-founded the Colorado Clean Energy Cluster – was recognized in September with one of the Department of Energy's C3E awards (part of the Clean Energy and Empowerment Initiative) honoring women leading the way in her field.

NEWSMAKER **Q&A**

Question: We heard you've partnered with Mountain Riders Alliance to develop a test model of the first sustainable ski resort. What can skiers expect coming from this project?

Answer: The idea is to help smalland medium-sized ski areas that are especially vulnerable in the industry to look at a comprehensive approach



COURTESY OF BRENDLE GROUP

Brendle Group's Judy Dorsey, helping lead the way among women in her field.

to sustainability as a new business model, and to help them become

more financially resilient while having a lighter environmental impact

and stronger ties to the community in which they work, so ski towns.

Mountain Riders Alliance is a pretty passionate, nonprofit, grass-roots organization that has been able to put the vision out there. They've been given a positive response and they've had some crowdfunding and other resources to bring to bear to this effort. They have this idea of "mountain playgrounds" that meet the ideal of a sustainable ski resort. And they're going through the process of their first mountain playground conversion, which is a small ski area in Maine. Our job is to help them.

We're going out there in February to study the operations and create a blueprint around sustainability. Think about it as We Buy Ugly Houses but for ski areas. Not ugly, but areas that might be underperforming or otherwise might be going through ownership transitions for whatever reasons. The idea is to give the resort a sustainability facelift and then get it back on its way. So our job is to help create a more engineering-based and business-based tool for Mountain Riders to be able to screen prospective ski areas for conversion to the mountain playground status.

Q: What does creating a sustain-See **Newsmaker**, 12

Transforming into a values-based organization



SMALL BUSINESS ADVISER

Carl Dierschow

hy are you running your company?

To become insanely rich of

To become insanely rich, of course. Money is the ultimate measure of success, and it's what will let you retire and be wonderfully happy in your old age.

Or maybe not. Most people I talk with want far more out of their business than just making money. Money is what helps you continue doing what you do, but it's not the only goal.

What are the important goals?

I find that many people become intrigued by this question. They like delivering value to happy customers. They enjoy the challenge of learning new skills, and the accomplishment of creatively making a new product. They want to provide happiness, challenge and stable income to their employees and families.

Why would I explore this with my clients? Because this is where the energy comes from to draw together a focused,

➤ See Small Business, 13

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Tax advice for 2013, uncertainty aside

In the early part of my career I considered tax planning to be rather surgical. We knew the issues, we knew the law, and the process was rather clinical. However, in the past several years, tax planning has become more like reading a crystal ball. Sure we still know the issues, but the problem is that as we approach the end of one year (such as 2012) the final laws for next year (2013) still have not been finalized.

In fact, in some years (like 2012) we still haven't been given the final laws for this year, such as many of the "extender provisions" like the AMT patch or

whether the Research Tax Credit will be available for 2012. Therefore, tax planning has become about what-if scenarios and often guessing at what will happen with the laws. While these what-if scenarios are important, it is equally important to focus on what is known. As 2013 approaches there are several things that are certain that business owners and their tax advisors need to remember. Considering these items will help bring some clarity to your crystal ball.

Higher tax rates in 2013

Despite all the uncertainty of the

"fiscal cliff" rhetoric, after the election, one thing is almost certain: federal income tax rates are increasing for higher income taxpayers.

There is still much debate whether this will apply to taxpayers with income greater than \$1 million, or as low as \$250,000. There also is debate whether these taxpayers will still get the benefit of the lower tax rates or whether these higher rates be retroactive back to the first dollar. Hopefully these details will be hammered out in Washington in the coming weeks. However, this is one of the few times in recent history when business owners have faced increasing federal income tax rates. For 2012, the highest federal income tax rate is 35 percent, but in 2013 the current law has the highest rate increasing to 39.6 percent.



& INVESTMENTS Clint Baker

Often business owners have some ability to

defer or accelerate the recognition of income or the deduction of expenses from one year to the next. For example, electing out of installment sale treatment is one way to recognize income now rather than over the course of multiple tax years. Businesses can also use the advanced expensing provisions of Section 179 or "bonus" depreciation to deduct fixed assets over a shorter period of time. Traditional tax planning strategy suggests deferring income as long as possible and accelerating tax deductions as soon as possible. However, knowing that next year's federal income tax rates will be higher challenges these traditional strategies. Careful consideration has to be given to decide if those traditional strategies still provide the best result.

Increased Medicare tax

Another certainty for 2013 is a pair of taxes that are a result of the Affordable Care Act, which was upheld by the Supreme Court in June. The first of these two new taxes is a 0.9 percent increase to the Medicare tax. This increase will go into effect on Jan. 1. It affects wage earners who have payroll taxes deducted from their paychecks, and business owners who pay self-employment tax including active owners in partnerships and LLCs, sole proprietors or working interest owners in oil and gas investments.

This increased tax will only affect taxpayers over a specific threshold. For married taxpayers filing jointly, this tax applies to each dollar of "earned" income exceeding \$250,000. For single taxpayers the threshold is \$200,000, for married taxpayers filing separately, the threshold is \$125,000. This new tax adds significance to the discussion about whether business owners should use traditional tax planning techniques of deferring income and accelerating deductions in 2012 or recognize the income in 2012 and save the deductions for 2013 and later years.

New tax on unearned income

The second tax that kicks in on Jan. 1 as a result of healthcare reform is a 3.8 percent tax on unearned income. This tax applies to portfolio income such as interest and dividends; investment income such as capital gains; and passive income such as rents, royalties and passive income from partnerships or S corporations.

This new tax on unearned income

When it comes to your family's health care provider, you need to steer the wheel.



OUR patient-provider relationship is important.

Don't Lose Your Doctor!

Things to consider before switching your insurance to an HMO or other closed networks, like Kaiser **Permanente:**

You may not be able to continue seeing your doctor. Some HMO's only allow patients to see physicians who are part of a limited provider network of their choosing.

- You may not have a choice of hospitals.
- You may not be able to visit your usual Urgent Care clinic. Many of the local surgery centers will be affected also.
- Your choice of specialists may be restricted.
- Some HMO's only allow patients to see specialty physicians who are part of a limited provider network. Check your insurance plan provider network to determine if your specialist is in plan.
- Talk to your doctor about your plan before you change.

Sponsored by the following local physicians:

- A Woman's Place P.C.
- Rocky Mountain Family Physicians, P.C.
- Front Range Center for Brain & Spine Surgery, P.C.
- Associates In Family Medicine, P.C
- The Women's Clinic of Northern Colorado, P.C.
- The Youth Clinic
- Paul Bauling, M.D.
- Rocky Mountain Center for Reproductive Medicine
- Northern Colorado Allergy and Asthma Clinic

➤ See Taxes, 18

ON THE **JOB**

ACCOUNTING

The Northern Colorado chapter of American Society of Women Accountants awarded three scholarships to accounting students in the region who have demonstrated achievement in the field at its annual student night in October. The recipients were Cassie Williams and Ellura Duplex of UNC and Erin King of Front Range Community College.

CONSTRUCTION

Drahota, a Fort Collins-based general con-



tractor, announced the hiring of Brian Schlicting as a new estimator. Schlicting has more than 15 years of experience in the construction industry and was previously the project manager for numerous Colorado-based construction companies. He also held

the lead estimator position on a number of competitive-bid, multimillion-dollar projects, ranging from health care and multi-family to retail developments.

ENGINEERING

Interwest Consulting Group announced the



Morrison

addition of Mark Morrison to its Windsor office. Interwest provides civil engineering design services to private developers, architects and municipalities on a variety of transportation and land development projects. Morrison earned a degree in civil engi-

neering from the University of Wyoming with a co-emphasis in water resources and structural engineering.

FINANCE

Clayton Hartman, a financial advisor with Fort Collins-based Hartman Group, has been recognized as one of Barron's 2012 Top 1,000 financial advisors in the country for the third year in a row. This award is given every year to acknowledge advisors who have demonstrated professionalism and performance, outstanding client service and community involvement.

MEDIA/MARKETING

Chris Morrissey, owner of Fort Collins-based print and promotional products distributor Proforma Big Dog Branding, was named a finalist for a Promotional Products Association International Pyramid Award. This award recognizes the outstanding and creative use of promotional products by a distributor in its client programs and campaigns. Morrissey's company has won nine Pyramid Awards, and this year's winner will be announced at the PPAI awards presentation in January.

Andrew Brown has joined A-Train Market-



Brown

Communicaing tions Inc., based in Fort Collins, Brown comes to the company with a B.F.A. n araphic desian from the University of Nebraska. Prior to graduating from UNL, he studied for two years at CSU. Brown's background

includes internships at Lightsource Creative and AMG Creative, as well as a year of working at a political nonprofit.

NONPROFIT

United Way of Larimer County announced two additions to the team. Marcy Yoder has joined





Sprague

perience as a nonprofit leader, most recently as the vice president of community building at United Way of Allen County in Fort Wayne, Ind. Scott Sprague has joined as resource development manager. Sprague will be the main face for United Way of Larimer County in the Loveland, Estes Park and Berthoud communities. Sprague has been in the Loveland community for more than 30 years, with 19 years of pro-

as the vice president

of community invest-

ment. She has more than 17 years of ex-

gram management experience, and volunteers with several Larimer County nonprofit organizations

REAL ESTATE

Gage Osthoff has joined Realtec Commercial Real Estate Services as a broker in the



Osthoff

Greeley office. Osthoff received a B.A. from CSU in finance and real estate, and a Master's degree in real estate and construction management from the University of Denver. While a graduate student, Gage was a member of the Real Estate and Construc-

tion Management Club, inducted into the Alpha Sigma Gamma Real Estate Honor Society, and a participant in the Rocky Mountain Real Estate Challenge.

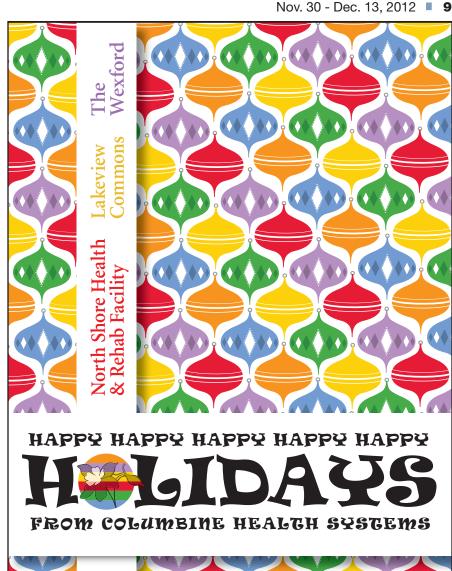
If you have an item to share about a promotion, job change or career news of note, e-mail it to Maggie Shafer at mshafer@ncbr.com, or mail it to On The Job at NCBR, 1550 E. Harmony Road, Fort Collins, CO 80525.



January 11, 2013 11:00 a.m.- 1:30 p.m.

Tickets are still available!

www.NCBR.com **Under Departments click on Events.**



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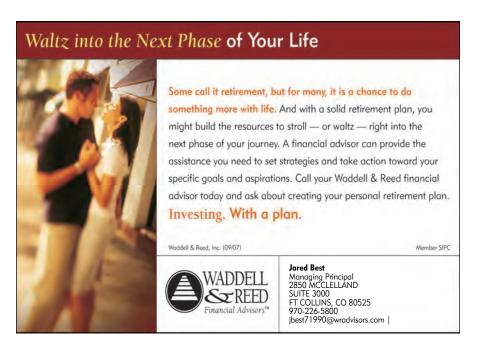
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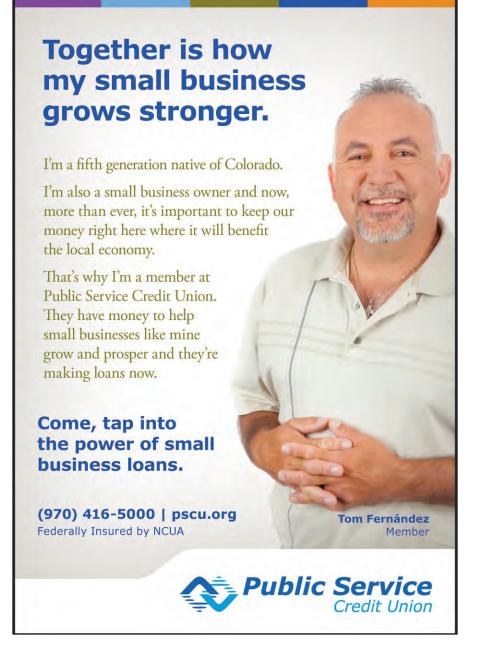
Our team of trusted attorneys:

Fred L. Otis, Esq.

G. Brent Coan, Esq. Jennifer Lynn Peters, Esq. Brett Payton, Esq. Shannon D. Lyons, Esq. Michael C. Payne, Esq. Kay L. Collins, Esq. Peter B. Scott, Esq. Daniel W. Jones, Esq. Charles M. Shoop, Esq. Angelina M. Robinson, Esq. K. Michelle AmRhein, Esq.







BRIEFCASE

KUDOS

The Fort Collins Area Chamber of Commerce culminated its two-and-a-half-month Moving Fort Collins Forward campaign to expand its programs for the community and chamber members on Nov. 15. The campaign raised \$357,412 dollars, about \$25,000 more than the chamber's goal. Money raised in the campaign will specifically fund programs for small businesses, job creation and public

Logimesh Technologies, a Fort Collins-based company focused on developing an intelligent wireless sensor system for the oil and gas industry, was awarded the Best Technology Development of Energy Harvesting award at the IDTechEx conference in Washington, D.C., in November. The IDTechEx conference is the world's largest conference covering developments in energy harvesting, a process of capturing and storing energy to operate autonomous devices.

The Northern Colorado chapter of American Society of Women Accountants received two national awards at the annual conference in October. The chapter received the Chapter Achievement Award for the success of its student ambassador program, and the award for chapter growth after increasing membership by 91 percent since last year - the highest growth rate in ASWA nationwide.

The Commission on Cancer of the American College of Surgeons has granted a threevear accreditation with commendation to the cancer program at McKee Medical Center in Loveland. A facility receives a three-year accreditation with commendation following an on-site evaluation by a physician surveyor during which the facility demonstrates a commendation level of compliance with standards that represent the full scope of the cancer program. Areas included are cancer committee leadership, cancer data management, clinical services, research, community outreach and quality improvement.

The Institute of Business & Medical Careers Inc. has been named a 2013 Best for Vets in the career and technical colleges category by a Military Times EDGE survey. The Northern Colorado-based school ranked at No. 44. This designation is awarded to colleges that provide technical training and education preparation to

NEW PRODUCTS AND SERVICES

2nd Amendment Gunsmith & Shooter Supply LLC opened in November in Loveland. The firearm ammo, optics and accessories retailer will also provide gun education, and is located at 418 Eighth St.

Advanced Energy Industries Inc., based in Fort Collins, announced in November that it has acquired Solvix SA, a privately-held company based in Villaz-Saint-Pierre, Switzerland. A manufacturer of power supplies for the surface treatment and thin films industry, Solvix brings a plasma-based sputtering and cathodic arc deposition applications to AE's product

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

Dec. 3 Recruit Outstanding Candidates with Social Media Workshop

This workshop, part of the Larimer County Workforce Center's employer workshop series, will explain how to use social media tools to achieve hiring objectives including finding candidates, researching candidates, engaging with candidates and posting jobs. It costs \$49 and will be held at the Larimer County Courthouse Offices at 200 W. Oak St. in Fort Collins from 10 a.m. until noon. For more information, call 970-498-6083 or email zreed@larimer.org. Register at www.larimerworkforce.org/employ-

Dec. 5: Green in Action features green business videos and networking



Presented by the Fort Collins Area Chamber of Commerce, Green in Action will occur on the first Wednesday of the month. The next program of the year will be Green Business Videos and Networking on Dec. 5 from 8:15 to 9 a.m. at the Chamber, 225 S. Meldrum St. In addition to spending time getting to know others that are working to make their business more sustainable, the program will feature various video clips showcasing successful green businesses from across the country. This program is open to the business community and does provide Climate Wise members with educational credit. There is no charge to attend each individual session. Call 970-482-3746 or go to www.fortcollinschamber.com to learn more about the educational program.

Dec. 6: Business After Hours at Sylvan Dale **Guest Ranch**

Loveland Chamber of Commerce's Business After Hours will be held Dec. 6 from 5:30 to 7 p.m. at Sylvan Dale Guest Ranch in Loveland. The cost to attend is \$12 for investors registered and paid before 5 p.m. the day before the event or \$15 at the door. For more information visit www.loveland.org or call 970-667-6311.

Dec. 11 Hiring Independent Contractors

This workshop, also part of the Larimer County Workforce Center's employer workshop series, will explain reasons to hire independent contractors and the risks associated including risks of misclassifying employees and potential areas of exposure. The fee is \$39, and it will be held at the courthouse offices on Oak Street from 8:30 to 10 a.m. Register at www.larimerworkforce.org/employerseries.



TIME OUT



COURTESY GREELEY CHAMBER OF COMMERCE

Nathan Trowbridge, Weld County Garage; Anna Trowbridge, Monarch Promotional Designs; and Mark Frazier, Remodel It, talk business over beer at Greeley Young Professionals, hosted by Old Chicago on Nov. 1.



COURTESY OF AMERICAN SOCIETY OF WOMEN ACCOUNTANTS

The Northern Colorado chapter of American Society of Women Accountants held its annual student night Oct. 25 at the Ptarmigan Country Club in Fort Collins, where three scholarships were given to honor accounting achievements. From left to right, scholarship recipient Erin King, chapter President Lauren Paul, scholarship recipient Cassie Williams and Ellura Duplex pose together after the announcement.



COURTESY OF KAISER PERMANENTE

Kaiser Permanente celebrated the opening of its new medical office at 2950 E. Harmony Road in Fort Collins with a ribbon cutting celebration on Nov. 8, in conjunction with the Fort Collins Chamber's Business After Hours. Kaiser physicians, chamber members and local business leaders gathered to open the 21,000-square-foot facility, which will offer primary care, laboratory, pharmacy and routine radiology services. Approximately 20 health care professionals are employed at the office.

Email your event photos to Maggie Shafer, mshafer@ncbr.com. Include complete identification of individuals.



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DECEMBER 4 www.pvhs.org/give

Thank you





Poudre Valley Hospital FOUNDATION

NEWSMAKER from 7

able ski area look like, practically?

A: The ski industry has economic indicators around ski area health that we've been monitoring since the 1970s. What we're doing is looking at those industries and seeing how sustainability can help. For example, on average, 3-6 percent of (the cost of) operations is electric power that is used for lifts or for snow-making or in buildings. If you can dramatically reduce that, your operating profits are much stronger, the value of the building is much stronger. It all then propagates through to the fiscal wherewithal of the company and its performance. That's just one example.

Q: We're looking at all of those indicators and saying, "In your marketing, is there a target demographic that would be more susceptible to support a highly sustainable operation? Are you reaching out to that demographic and informing them about your efforts?"

A: Water is another area, (as are) waste management and operations, green building, food and beverage. Brendle Group just convened a webinar about sustainability in the supply chain for the ski and tourism industries. How do you help a ski

area source local food so it's fresh, it's healthy, it's locally produced and it's not the \$15 hamburger approach? It's every aspect of operations, as well as community relations, because you can't surgically draw a line around the ski area.

In the short term, the mountain playground projects are more in the West and Alaska, but Mountain Riders have had a lot of interest. They are getting inquiries all the time from small- and medium-sized ski areas, so it's not at all inconceivable that it would likewise be of interest to Colorado ski areas.

Q: Brendle Group operates in a field that is constantly innovating. How do you stay relevant, and furthermore, ahead?

A: It is a very dynamic space we're in. We actively manage our services to be leading-edge and relevant. We are constantly creating new services in new markets that we think are needed in terms of those next frontiers of sustainability. Once something becomes more commoditized in terms of services, we are less involved in them because that becomes a pretty competitive space.

We have an advisory board and strategic planning processes internally that help us indentify those next frontiers, which we think is an intersection of meaningful change toward sustainability, what our talents are to help realistically contribute to those challenges, and the third part is what our customer's fiscal realities are and what the market situation is. We're trying to not be so far out that people can't access or procure those services because it doesn't otherwise fit. So it's an alignment around those three things.

Q: When you won the C3E award, you spoke briefly about the tensions you've faced between being an engineer and a mom. How did you find a balance, and what did that balance look like for you?

A: When I spoke about it at this conference, it was really well received because the conference was a group of women practicing in clean energy, and it is a challenge that everybody faces.

I had posed it in my remarks as a riddle. A riddle, meaning you know that there is an elegant solution, you

just don't know what it is and you have to sort of noodle on it a bit. You can't use brute force to force your way to a solution. I tell some of my colleagues that you have to hold that tension, the uncomfortable tension where something seems unsolvable for a little while, and be comfortable in that space, but while having a firm belief that there is as solution to the riddle of being a great mom and a great engineer, even when the rest of the world is telling you that one of these things must give. For me, it was being confident that you can be both and yet being respectful of the tensions between those two.

Q: There is a philosophy in architecture that the places you inhabit reflect the vales you hold. What do Northern Colorado's buildings tell us about what we value?

A: I'll start by answering that a little more close to home.

We're in our 16th year of business and twice we've gotten to be our own customer. The first time was six years ago when we built our own home. My husband and I spent a lot of time really talking about our values and what that means and how we live as a family and how we open our home to guests in terms of the design and the light and the colors. Ultimately we ended up becoming Colorado's first LEED home. It was great timing that LEED Residential came out the year we were doing our home. It was great to be in practice for a decade like that and be able to finally be our own customer and really show our values in a physical way.

The second time was this building (the Brendle Group office) which was built in 1985 for an electrical engineering firm. They did a fantastic job, and it was award-wining in its time. We got to come in 25 years later to do that updated sustainability remodel and had a lot of dialogue – there is thought to everything in this space.

We have a lot going on (in Northern Colorado) that is very much aligned with my personal philosophies, and Brendle Group's core values and beliefs are very much aligned with what we're seeing in Northern Colorado. You can see it everywhere, from our local living economy to our work to our green building trades to the breweries being thoughtful about how their operations impact the community and being progressive about sustainability all the way down the line.





SMALL BUSINESS from 7

productive and passionate organization. It's one thing to put in your hours of work to get a paycheck. You'll reach much higher productivity when you believe that what you do is vital to the community or makes a difference in the world.

This sounds as if I'm talking about charities, but I'm not. Sure, Oxfam or Habitat are making incredible contributions to society. But maybe you're selling plumbing hardware - something more mundane. Well, let's explore it a bit.

Why are you located in this town? Certainly you have ties to where you live, and your employees can share that passion.

55 You'll reach much higher productivity when you believe that what you do is vital to the community or makes a difference in the world.

How are your products different? Do you focus on a particular price point or type of product? Do have anything you could be uniquely proud of?

Why do customers love working with you? Perhaps you're always friendly and helpful, available at extended hours, or are flexible in your billing.

How is your company different? Even something as simple as the logo or look of the showroom can be a point of identification that employees can rally around.

I could go on and on.

Surely you can come up with answers to these questions for your business, but that doesn't yet make them core values of the organization. What makes them deeply held is when you refuse to sacrifice them, and they're inspiring to your employees.

Let's imagine that your plumbing

supplies business has created a reputation for selling the highest quality products, with instant attention to any problems which arise. You've decided that you cannot possibly sacrifice these two things, lest all your customers flee to the big box store down the street.

Is this inspiring to your employees? I'll know when I ask each employee what makes your business different, and they list those two things – and perhaps others – in their own words. I would want to see a sense of pride in their faces as well.

When you reach this state, you now know that you have strong shared values in your company. Because employees are proud of them, they'll make decisions which tend to be consistent. Because they know you're paying extra attention to these values, they'll do the same.

Your values don't have to be about the products or services you sell. Sure, nobody wants to have their identity tied up with lousy customer value. But there are a lot more things which can motivate workers: the management culture, their workmates, work environment, even location.

The values which are longest lasting, and the most infectious, are those which are connected with making a difference. When you believe that somebody cares about your work, you'll invest more in doing a good job. Your boss can evaluate the value you deliver, I suppose, but you'll be more motivated when you know people care not just because they're trying to get work out of you.

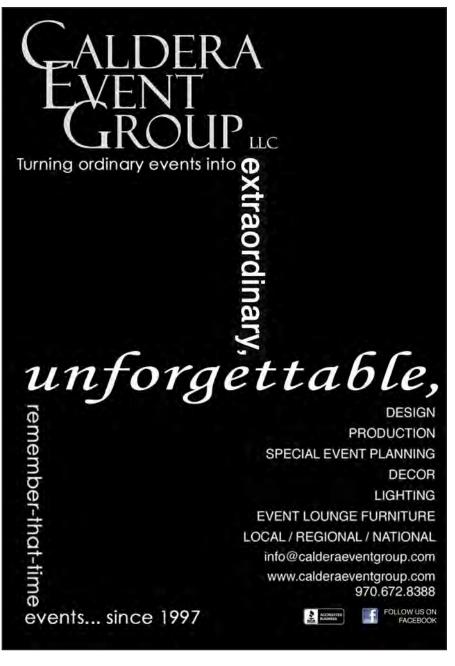
It should be obvious that core values are extraordinarily stable – they're not going to change every year just because you have a new marketing plan. Values are deep, non-negotiable and shared – so they're self-reinforcing.

When you lose your core values, you've lost the reason why people care to work for your company.

Carl Dierschow is a Small Fish Business Coach based in Fort Collins. His website is www.smallfish.us.







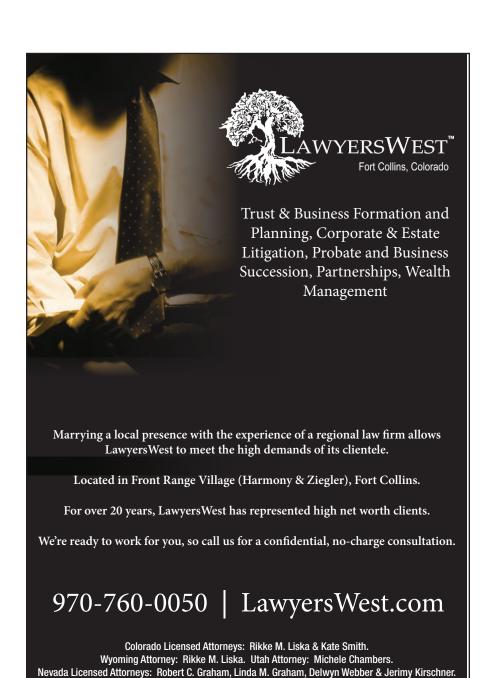
Largest GIS Companies

With local operations, ranked by no. of employees

RANK	Company	Employees 2012 Employees 2011	Revenues 2011 Revenues 2010	Products/Services	Notable projects	Phone E-mail Website	Person in charge Year founded
1	CACI CO. 3351 Eastbrook Drive Fort Collins, CO 80525	127 160	N/A N/A	GIS mapping.	N/A	970-224-4996 swalts@tgstech.com www.caci.com	Stefanie Walts, Business group operations analyst 1982
2	ESC ENGINEERING 3540 JFK Parkway Fort Collins, CO 80525		\$9,020,000 \$10,440,000	Electrical engineering, controls and automation, electrical utility design, planning and rates, electrical facility design, lighting design, and GIS/mapping/ integration for electric utilities, industry and municipalities.	Numerous transmission lines and substations in Colorado, Wyoming and Texas; line conversion/automation at national brewery, several water SCADA systems.	970-224-9100 info@thinkesc.com www.thinkesc.com	Kevin P. Hartig, President 1978
3	I-CUBED INFORMATION INTEGRATION & IMAGING 1600 Prospect Park Way Fort Collins, CO 80525	64 64	N/A N/A	Geographic data products and services for telecommunications, agriculture and VIS/SIM. Oil and gas, emergency response.	N/A	970-482-4400 sales@i3.com www.i3.com	David Steveley, CEO 1995
4	NEW CENTURY SOFTWARE 2627 Redwing Road, Suite 100 Fort Collins, CO 80526	55 48	N/A N/A	Provides GIS applications, mapping services, integrity management and consulting in the oil and gas pipeline industry.	N/A	970-267-2000 ron.brush@newcenturysoftware.com www.newcenturysoftware.com	Ron Brush, President 1994
5	FARNSWORTH GROUP 2310 E. Prospect Road, Suite B Fort Collins, CO 80525	23 21	\$3,000,000 \$3,200,000	Water, wastewater conveyance and treatment design. General civil engineering consulting. Land survey.	Wastewater treatment improvements for Windsor and city of Laramie SPT Phase two. Town of Estes Park Virginia Drive improvements.	970-484-7477 bzick@f-w.com www.f-w.com	Brian Zick, Western region manager 1912
6	CARTOPAC FIELD SOLUTIONS DBA CARTOPAC INTERNATIONAL INC. 724 Whalers Way Suite i200 Fort Collins, CO 80525	19 15	N/A N/A	Mobile mapping technology, field data collection software and asset management solutions.	N/A	970-493-9500 info@cartopac.com www.cartopac.com	Carl Lee, CEO 1998
7	RED HEN SYSTEMS INC. 2627 Redwing Road, Suite 235 Fort Collins, CO 80526	12 10	N/A N/A	Developer of digital still mapping and video mapping applications.	N/A	970-493-3952 info@redhensystems.com www.redhensystems.com	Neil Havermale, President 1994
8	QUOINDEV CORP. DBA LAND OWNERSHIP SERVICES P.O. Box 271399 Fort Collins, CO 80526	9 N/A	N/A N/A	KEYLand software sales, GIS mapping and data management.	N/A	970-223-8179 Sivea@landownershipservices.com www.landownershipservices.com	Sivea Cattell Key, Owner, President 1979
9	WELD COUNTY - GIS 1400 North 17th Ave Greeley, CO 80631	5 N/A	N/A N/A	Geographic information systems, sell maps and ownership map books. Services to Weld County government.	N/A	970-356-4000 x2520 maps@weldgov.com propertyinfo.co.weld.co.us	Dan Huerter, GIS Coordinator 1997

N/A-Not Available.

Source: Business Report Survey





Largest Software Developers

Regional firms ranked by no. of employees

RANK	Company	Employees 2012 Employees 2011	Revenues 2011 Revenues 2010	Brands of software sold	Services provided	Phone E-mail Website	Person in charge Year founded
1	INTEGWARE INC. 1612 Specht Point Drive, Suite 101 Fort Collins, CO 80525	27 120	\$8,000,000 \$15,260,146	Product Lifecycle Management (PLM) services and solution provider for Life Sciences and Consumer Packaged Goods industries	PLM implementation services and ENOVIA life science accelerators.	970-282-0400 chris.kay@integware.com www.integware.com	Chris Kay, President and CEO 1993
2	DATASPLICE 414 E. Oak St. Fort Collins, CO 80524	20 19	\$2,753,636 \$2,951,848	N/A	Mobile middleware for IBM Maximo and other enterprise level asset management systems.	970-484-0841 kat.pullen@datasplice.com www.datasplice.com	Scott Kunze, President/CEO 2001
3	CARTOPAC FIELD SOLUTIONS DBA CARTOPAC INTERNATIONAL INC. 724 Whalers Way Suite i200 Fort Collins, CO 80525	19 15	N/A N/A	Custom mobile field data collection solutions	Mobile mapping technology, field data collection software and asset management solutions.	970-493-9500 info@cartopac.com www.cartopac.com	Carl Lee, CEO 1998
4	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, CO 80525	14 14	\$6,080,692 \$6,368,738	Microsoft, HP, Brocade, IBM, Riverbed	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services; and local doud computing.	970-212-2940 info@vistasolutions.net www.vistasolutions.net	Linda Vomaske, Owner Robert J. Vomaske, CEO, President 1992
4	CHECKMARK INC. 323 W. Drake Road, Suite 100 Fort Collins, CO 80526	14 14	\$1,300,000 \$1,300,000	CheckMark Payroll Software, MultiLedger Integrated Accounting, and CheckMark 1099 Software	Payroll services, accounting, 1099 and payroll software for Windows and Macintosh. Technical support.	970-225-0522 sales@checkmark.com www.checkmark.com	Mohammed Ghani, President/ CEO 1984
6	ECLIPSE SOFTWARE SYSTEMS LLC 8201 W. 20th St. Greeley, CO 80634	10 10	N/A N/A	RapidLog and RapidLog Pro, Eclipse Logbook, Eclipse GPS/EOBR, RapidLog On Demand	High-speed log auditing software for trucking/ transportation fleet operations; logbook software for the individual driver to record his daily logs; GPS system to track personal and/or business milages.	970-353-6313 sales@rapidlog.com www.rapidlog.com	Larry Steinbecker, President 1989
6	ACCOUNTING SYSTEMS INC ASI 324 Remington St. Fort Collins, CO 80524	10 10	N/A N/A	Sage 100 ERP, Sage 500 ERP, Sage X3, SYSPRO, Microsoft Dynamics AX	ASI is the leading local provider of accounting/ERP and CRM software solutions customized to meet the complex needs of your business.	970-419-3210 info@asisucceed.com www.asisucceed.com	Bredt P. Eggleston, President 1991
6	ROCKET JONES INTERACTIVE 204 Walnut St. Fort Collins, CO 80524	10 14	N/A \$860,000	RocketCore	Professional Web development: custom applications and e-commerce.	970-482-5790 kate@rocketjones.com www.rocketjones.com	Jeff Bristol, Principal 2000
9	DATAJOE LLC 3180 Sterling Circle, Suite 201 Boulder, CO 80301	5 5	N/A N/A	DataJoe	Software systems for journalists and publishers.	303-989-1300 contact@datajoe.com www.datajoe.com	Johnny Levy, Business development manager Jill Conner, General manager 2001
10	GENIECO 636 E. Eisenhower Blvd., Suite 100 Loveland, CO 80537	4 4	N/A N/A	equineGenie, vetGenie, canineGenie, businessGenie	Intelligent Business Management Software	970-619-8052 info@genieatwork.com www.equinegenie.com	Bob Valentine, President
10	CANVASBACK ENTERPRISES LLC 320 E. Vine Drive, No. 218 Fort Collins, CO 80524	4 4	\$312,000 \$200,000	N/A	Consulting, management, and investigative services for the legal environment. Risk management and asset protection.	970-689-3952 gordon@canvasbackonline.com www.canvasbackonline.com	Gordon R. Coombes, CEO 2007

N/A-Not Available.

Researched by Mariah Gant

Source: Business Report Survey

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FOOTHILLS from 1

management is considering building as much as 150,000 square feet of new space in light of demand. Downtown Fort Collins also has a high occupancy rate, with few vacancies.

The International Council of Shopping Centers, an authority on most things retail, said Denver-based Alberta Development Partners, which purchased the mall for nearly \$40 million this summer, picked a good time for its purchase.

median of about \$63,330. The average Fort Collins resident is about 29 years old, and more than half the population has at least a four-year college degree.

These numbers all translate to more discretionary income than many other parts of the country, something that is attractive to retailers.

Another important factor is the quality of the shopping center in question, Tron said.

The first thing a retailer notices is

Renewal Area, so anyone who wants to develop or redevelop in the area can take advantage of tax-increment financing, a powerful incentive used by the city.

Additionally, the MAX Bus Rapid Transit system is expected to be operational by the time the mall reopens, something the city hopes will reduce congestion on College Avenue, the main artery that runs in front of the mall, while simultaneously encouraging



COURTESY OF ALBERTA DEVELOPMENT PARTNERS

The new owners of the Foothills Mall plan to spend millions of dollars on its rehabilitation.

Alberta is looking to fill the mall with higher-end retailers, after it spends about \$100 million redeveloping the mall, in time to open for the holiday season in 2014. It already said that some of the current tenants and nearby stores don't meet the criteria for the retailers it wants.

In October, Alberta founder Don Provost told a gathering of real estate agents that publicly traded retailers' balance sheets are healthier than ever, and that these companies are looking for growth in order to deliver higher returns and share prices to their stockholders.

Jesse Tron, a spokesman for the ICSC, said many national and international retailers are, in fact, looking to expand.

Chains have been closing stores in underperforming markets and are looking to open new ones in places with demographics more suited to the bestpossible retail conditions.

Fort Collins has some of those demographics.

The median family income in the city was just over \$69,000 annually in 2010, compared with the national

how visually appealing a shopping center is. Aesthetics are critical, especially to higher-end retailers, as is the location of a shopping center.

"These retailers want a prime destination, and they want better-positioned properties," Tron said.

Alberta's plans include many upgrades to the visual appeal of the now-sagging mall. The company wants to revamp the mall from the inside out, redesigning the interior of the space by adding windows and bumping up the height of the ceilings.

Outside, fountains designed by the same company that constructed the famed fountains at the Bellagio hotel in Las Vegas — as well as large lawns and what Provost calls "sophisticated Colorado contemporary architecture" — will complete the visual makeover at Foothills.

The location of the mall has always been strong, smack-dab in the middle of the largest city in Northern Colorado. Also, the city is focused on cleaning up the area known as midtown by 2014, the same time the renewed mall should be opening.

Also, the mall sits within an Urban

residents to travel through midtown on the multimillion-dollar transportation system.

Meanwhile, extra amenities planned by Alberta, such as an ice-skating rink and movie theater, may be seen as an added value by some retailers, while others may be more concerned with the hard numbers involved, Tron said.

Perhaps the most important number for any retailer to look at when considering opening a new location is the rent. Provost has said that retailers looking to be located within Foothills will be expected to pay rents on-par with those paid in larger markets like Denver.

Those precise numbers are a bit of a mystery, since the opening of the mall is still two years off. Provost did not return calls.

Today, however, average retail space in Northern Colorado is as much as \$3 per square foot cheaper than in certain parts of Denver.

According to real estate tracking firm CoStar, average retail rents in the second quarter in the Centennial area, where Alberta's shopping center The Streets at SouthGlenn is located, were about \$15.30 per square foot. In central

Denver, rents were just slightly lower, at \$15.20.

In the same period, Northern Colorado average retail rents sat at about \$12.30 per square foot.

It is important to remember, according to Ron Kuehl of McWhinney, that the average retail rents reported here takes into account all types of retail space.

Average calculations of rents include classes A, B and C, and properties in depressed areas of town. According to Kuehl, the average rent in Northern Colorado is more indicative of retail spaces in midtown Fort Collins, which has been declared "blighted" by the city.

Kuehl works to lease the Marketplace at Centerra, one of the busiest retail centers in Northern Colorado. At the Marketplace, McWhinney is able to charge rents between \$25 and \$28 per square foot and in some cases, in which tenants agree to pay taxes, insurance and maintenance costs, rents can top \$33 to \$36.

What a retailer is willing to pay, Kuehl said, is ultimately based on what that retailer can sell, so those shopping centers that attract droves of shoppers are able to charge more.

At Centerra, retailers brought in \$400 million in sales in 2011, Kuehl said. Statistics like that have helped the shopping center claim a 93 percent occupancy rate, while charging rents that are up to three times higher than the wider market average.

The trick, according to Tron, is creating a high-quality asset that makes the location worth the price.

If Alberta succeeds in transforming Foothills into a high-caliber shopping center, Fort Collins residents can expect to see retailers the likes of H&M in their hometown mall, according to Tron.

The Swedish clothing retailer has opened three stores in Colorado in recent years, most recently in Cherry Creek, all to the joy of shoppers. The retailer is looking for further expansion opportunity where the market is right, Tron said.

H&M was also mentioned by Provost at the October conference, as one of the publicly traded retailers with a healthy balance sheet that would allow for expansion.

AIRPORT from 3

than an airport. There's no large window to watch planes land or marvel at the sheer east face of Long's Peak. A bar in the corner is reminiscent of a bowling alley snack counter.

A new terminal would be a good idea once the airport finds a new carrier, said Jim Clark, CEO of the Fort Collins Convention and Visitors Bureau.

"The terminal is sparse," Clark said. "It's not a big fancy terminal, there's no question about it."

The main building, constructed in the early 1990s, houses Gate 1. The Transportation Security Administration takes up half the building.

Travelers are screened here, and afterward, they head through a chainlink gate and up a ramp outside the temporary building to reach their plane. So it's a far cry from the smooth, quiet train that carries travelers between concourses at Denver International Airport.

Still, the temporary building has enough space for 350 travelers. Gate 2 typically filled up quickly when one of Allegiant's 166-passenger planes was either departing or landing.

Licon said that the airport still sees some traffic from flights to Nevada chartered by casinos and from flights shipping CSU football players to their next away game. That amounts to about one flight every two weeks instead of six flights each week.

"It will still be used, just not as frequently as we had with the scheduled

service," Licon said.

Despite the decreased traffic, other improvements still will occur.

Next year, an estimated \$2.5 million in mostly federal dollars will be spent to pave the airport's cracking asphalt plane parking area, Licon said. It was last paved in 1977.

As they seek to woo another carrier, airport officials can be proud of the \$24 million in funding they have secured, \$18 million of which has gone toward capital investments the past eight years. Last year's airport budget funded a more than \$7 million repaying of the runway.

"For the most part, I think we're in good shape," Licon said.

But other improvements, like the

terminal, are in limbo as the airport looks for a new airline. A lot is at stake including 85 percent of its \$1 million in federal annual funding in 2015 if it cannot find a replacement carrier.

The airport already has faced hardship from Allegiant's withdrawal. It has had to ask Fort Collins and Loveland city councils for \$92,500 apiece on top of their usual share of \$85,000 each annually.

Seeing red on the horizon, the airport trimmed its 2013 operating budget by \$110,000 to \$693,100. It cut one position as well as supply and services spending

Its projected budget shortfall is estimated at \$480,000 for the upcoming budget year.

BUSINESS REPORT LIST Largest CPA Firms Ranked by number of local accountants

		Ranked by number of local accountants				
RANK	Company	No. CPAs local 2012 No. CPAs total 2012 No. offices local No. offices total	Employees 2012 Employees 2011	Areas of specialty	Phone Email Website	Person in charge Year founded
1	SAMPLE & BAILEY CPA PC 375 E. Horsetooth Road, Building 4, Suite 200 Fort Collins, CO 80525	25 25 1 1	41 41	Tax and tax planning, audits, reviews, compilations, financial/retirement planning, business valuation.	970-223-8825 sfischer@sampleandbailey.com www.sampleandbailey.com	Denise Juliana, Managing shareholder Roger L. Sample, President 1979
2	KENNEDY AND COE LLC 6125 Sky Pond Drive, Suite 200 Loveland, CO 80538	17 76 1 8	34 34	Business consulting, accounting and audit services, estate, finance and retirement planning. Industry expertise in the several areas.	970-685-3500 pmendoza@kcoe.com www.kcoe.com	Jeff Wald, Member 1932
3	EKS&H 1321 Oakridge Drive Fort Collins, CO 80525	14 225 1 3	26 32	Audit, tax planning and business consulting services, including financial modeling, business valuation, strategic planning, business transition planning and real estate cost segregation.	970-282-5400 cotto@eksh.com www.eksh.com	Chris Otto, Partner 2005
4	SOUKUP, BUSH & ASSOCIATES CPAS PC 2032 Caribou Drive, Suite 200 Fort Collins, CO 80525	12 12 1 1	18 16	Tax, business valuation, cost segregation, auditing and accounting.	970-223-2727 scott@soukupbush.com www.soukupbush.com	Scott Bush, President 1989
5	RLR LLP 1235 Riverside Ave. Fort Collins, CO 80524	9 10 2 3	17 15	Business consulting, taxes, audits, payroll, accounting systems valuation and litigation support.	970-692-5300 info@rlrcpas.com www.rlrcpas.com	A. Scott Rulon Robert Dickerson, Partners 1980
6	BROCK AND CO. CPAS PC 3711 JFK Parkway, Suite 315 Fort Collins, CO 80525	7 37 1 5	50 50	Construction, real estate investors/developers, tax and estate planning, high net worth individuals, business advisory services, audits, reviews and compilations, audits of employee benefit plans.	970-223-7855 sjohnson@brockcpas.com www.brockcpas.com	Susan R. Johnson, Director 1956
7	BARTELS & CO. LLC CPAS 7251 20th St., Building D-1 Greeley, CO 80634	5 5 1	9 10	Tax planning and preparation, audits, reviews, compilations, bookkeeping; small business, estate planning.	970-352-7500 rich@bartelscpa.com www.bartelscpa.com	Richard J. Bartels, Managing partne 1990
8	GATES, KIRBY & CO. PC 300 E. Boardwalk Drive, Building 5B Fort Collins, CO 80525	5 5 1	8 8	Tax return preparation and planning. Audits, reviews and compilations. QuickBooks and general business consulting.	970-226-1704 tom@gateskirby.com www.gateskirby.com	Tom L. Gates, President 1984
8	HUNT, SPILLMAN & ASSOCIATES PC 125 S. Howes St., Seventh Floor Fort Collins, CO 80521	5 5 1 1	8 9	Litigation support, estate and gift tax planning and reporting. Audits, reviews and compilations of financial statements, business planning. Tax preparation, QuickBooks software consulting, etc.	970-482-2272 bobhunt@huntspillman.com www.huntspillman.com	Robert J. Hunt, Director 1969
8	KNEZOVICH AND WILLIAMS CPAS LLC 109 Coronado Court Fort Collins, CO 80525	5 5 1 1	8 7	Business valuations, tax and accounting services for small businesses and their owners and auditing.	970-224-9900 paul@kwcpallc.com www.kwcpallc.com	Paul Williams, Managing member 1982
8	HALLIBURTON, HOGSETT, SCOTT & ASSOCIATES PC 873 N. Cleveland Ave. Loveland, CO 80537	5 5 1 1	8 8	Audits, financial statements, new business consulting, tax planning and preparation, estate planning.	970-667-5316 djh@hhsacpa.com www.hhsacpa.com	Dennis J. Hogsett, CPA 1965
12	RUESCH, BIDDLE, LARSON & RATLIFF CPAS LLC 3535 W. 12th St., Suite D Greeley, CO 80634	4 4 1 1	7 7	Individuals, agriculture, small business, trusts and estates.	970-353-1798 bill@co-cpa.com www.co-cpa.com	William R. Ruesch, Partner 1981
12	NORCO CPAS LLC 6500 29th St., Suite 260 Greeley, C0 80634	4 4 1 1	7 9	Tax planning/prep. CFO consulting, reviews, compilations, strategic business planning, internal controls, cash flow management, small business accounting, QuickBooks services.	970-351-7480 d.spencer@norcocpas.com www.norcocpas.com	Dianne Spencer, Owner 2010
14	UNIFY CPAS PC 185 N. College Ave., Second Floor Fort Collins, CO 80524	3 3 1	13 12	Small to medium business, start-ups, restaurants, retail, payroll, profit enhancement, Quickbooks consulting and tax planning.	970-484-9655 info@unifycpa.com www.unifycpa.com	Stephanie Kimak, Partner 1981
15	HANNA, HOLDREDGE & ASSOCIATES CPA PC 365 E. 27th St. Loveland, CO 80538	3 3 1	9 8	Business planning, tax preparation, bookkeeping services and Quickbooks consulting.	970-667-2555 info@lovelandcpas.com www.lovelandcpas.com	Linda L. Holdredge, Owner 1978
16	ANTON COLLINS MITCHELL LLP 3545 W. 12th St., Suite 201 Greeley, CO 80634	3 49 1 3	8 8	Audits of governmental entities, nonprofit organizations, and companies in the construction and high-tech industries. Personal and business income tax preparation and consulting.	970-352-1700 rwatkins@acmllp.com www.acmllp.com	Dan Schommer, Randy Watkins, Partners 1978
17	SCHULZ AND LEONARD PC 200 First St. Eaton, CO 80615	3 3 1	7 7	Individual and business income-tax preparation and planning, estate planning, agribusiness, QuickBooks and preparation of financial statements.	970-454-3371 roger@schulzandleonard.com www.schulzandleonard.com	Roger L. Schulz, President 1976
18	B. SUE WOOD AND ASSOCIATES PC 527 Remington St. Fort Collins, CO 80524	3 3 1	6 6	Accounting services.	970-482-5626 N/A www.bswpc.com	B. Sue Wood, Owner 1990
18	DRYG & ASSOCIATES CPA PC 2105 Maple Drive Loveland, CO 80538	3 3 1	6 6	Tax services for businesses and individuals, business valuations and bookkeeping.	970-663-2020 kevin@drygcpas.com www.drygcpas.com	Kevin Dryg, Owner 2011
18	HOOVER HARRIS & CO. 4075 W. 11th St. Greeley, CO 80634	3 3 1	6 8	Agriculture, trucking, payroll, small business.	970-352-1642 nward@hooverharriscpa.com www.hooverharriscpa.com	Wayne Hoover, Principal 1969
21	ALEXANDER BROUGHTON & CO. CPAS PC 903 N. Cleveland Ave., Suite B Loveland, CO 80537	3 3 1	5 5	Small-business consulting, real estate-related tax, accounting, auditing, consulting.	970-669-7200 emacpa@frii.com www.alexanderbroughton.com	Mike Alexander, President 1980
21	RODAHL & CO. LLC CPAS 2038 Vermont Drive, No. 101 Fort Collins, CO 80525	3 3 1	5 6	Taxation, auto repair, construction and the related trades, agri-business, liquor stores, service-based businesses, hotels and motels.	970-207-0747 info@rodahlcpa.com www.rodahlcpa.com	Dean Rodahl, CPA, Manager 2000
23	RICKARDS & CO. LLP 3711 JFK Parkway, Suite 240 Fort Collins, CO 80525	3 3 1 1	4 5	Small Business financial planning, bookkeeping, payroll, general CPA Work.	970-493-6869 info@rickardscpas.com www.rickardscpas.com	Jill Rickards, Partner 2010
24	KRUGER & CLARY CPAS 375 E. Horsetooth Road, Bldg 2, No. 101 Fort Collins, CO 80525	2 2 2 2 2	8 7	Income tax preparation, accounting/bookkeeping services, payroll, QuickBooks consulting, business and personal consulting.	970-682-6600 info@krugercpas.com www.krugercpas.com	Melissa Clary, President 1993
25	COLE AND CROSIER PC 210 Sunset Drive LaSalle, CO 80645	2 2 1	5 5	Govermental, not-for-profit accounting and auditing, tax and general business services.	970-284-5545 bcrosierpc@qwestoffice.net www.colecrosier.com	Brian Crosier David Cole, Partners 1981
45		1 1	,	and general business services.	www.colecrosier.com	

UCH from 3

his focus is now on the UCH system as a whole rather than just what was formerly PVHS, now referred to as UCH's Northern Region.

UCH stretches along the Front Range from Colorado Springs to southern Wyoming, creating



Unger

a much larger footprint for Stacey to over-

In an effort to fill the void in Northern Colorado, Unger and Hayes have picked up a few responsibilities, particularly in

the realm of strategic planning, in addition to their duties running day-to-day operations at their respective hospitals.

For example, one or the other will fill in if Stacey is unable to meet with a medical practice considering joining UCH's Colorado Health Medical Group, formerly called Poudre Valley Medical Group.

Unger and Hayes also do what you'd expect from a hospital CEO

They regularly meet with physicians, ensure their respective hospitals stay on target operationally and work to keep both facilities on pace with the top 10 percent of hospitals nationwide, the benchmark that the system uses.

The goal of all of this is to continue improving their businesses while assuming some of the community relations duties that Stacey filled.

Prior to the creation of the joint operating agreement that formed UCH last January, PVHS was a locally-based health system with two hospitals and numerous clinics.

It still employs more than 5,000 people but the company HQ is now in Denver.

Despite the shift, Unger doesn't think there has been an impact on the local feel of the organization.

"Health care is still a locally provided business," Unger said. "We still have local facilities here serving patients." Stephen Weiler, an economics professor and research associate dean, agreed, saying that because the system maintained its physical footprint and has retained most employees, the impact on the local economy isn't equivalent to having a company pull up stakes.

Health care is a regional business, Weiler explained, so relocating a health care company's headquarters has less of an impact than moving the leadership of an "exporter" like New Belgium Brewing or Advanced Energy.

What's more, he said, is the significance of the Northern Region's connections to the research and development that occur at what was formerly called University of Colorado Hospital.

As its name suggests, UCH is integrated with the medical school at the University of Colorado, which means that PVH and MCR are now both directly linked to high-level medical research.

That linkage is significant enough that it "more than outweighs" any losses the community suffered when the system's headquarters moved to Denver, Weiler said.

The relationship with the CU medical school helps with many facets of the health system, Unger said, from new research and access to specialists to improvements in day-to-day operations like electronic medical records.

Shields agreed, forecasting that the association would lead to improved quality of care and would "change the dynamics of the hospitals."

But what of Stacey's other roles, especially the community engagement piece?

Unger, for one, sits on six boards in the community, including the Fort Collins Area Chamber of Commerce and Northern Colorado Economic Development Corp.

Maintaining that visibility allows for communication and feedback, he said.

"That input helps chart our direction forward," he said.

It also keeps the new UCH front and center in Northern Colorado minds.

REAL ESTATE from 4

"Things have changed in the past 12 months," Springfield said.
"Interest rates are very low and those who were under water may not be any more."

Like many other trends in Greeley, the oil and gas boom, as well as the entrance of Leprino into the market, can be considered partially responsible for improving conditions in the area.

Both of these have created new jobs and more disposable income for Greeley residents, and have also put a squeeze on the rental market in Greeley.

For months, it has been difficult, if not impossible, to find a single-family home to rent in Greeley, and those than can be found require rent that is between 10 and 30 percent higher than it used to be, depending on location.

Beyond the single-family market, it has been years since a new multi-

family complex was constructed in the city, while multi-family developments are seemingly built left and right in Fort Collins.

"This is a prime opportunity for multi-family," Springfield said. Because of low interest rates and even lower vacancy rates, some renters are beginning to buy, also contributing to the low housing supply.

Purchasing a multi-family unit in Greeley has also gotten more expensive as vacancies drop. The median price of attached dwellings in Greeley, which typically refers to multi-family homes such as apartments and condominiums, increased by 29.9 percent year-over-year in October.

Average rent in Greeley was at \$693 per month in the third quarter, the highest it has been in at least five years.

The City of Greeley did issue permits for 10 units of multi-family

Weld County having positive increases is a sign of sustained change.

Chalice Springfield MANAGING PARTNER SEARS REAL ESTATE

development worth \$1.1 million in September, indicating that perhaps this type of real estate might be ready for a comeback in Greeley.

While those in the market for a new home may not appreciate the prices of homes going up, the trend is an indicator of an improving economy.

"Weld County having positive increases is a sign of sustained change," Springfield said.

Increased demand will drive new development, helping to bring back the construction industry and the jobs that go with it. Beyond that, real estate firms are also hiring new brokers to help keep up with the increased business.

The Group Real Estate, which has offices across Northern Colorado, has consistently been hiring all year, and Springfield's company has added four new employees to its ranks within the last six months for a total of 38 employees.

Even with higher prices, those looking for a home can get more for their money in Greeley, Springfield said, a factor that is also contributing to the increase in demand.

"Affordability is huge in Weld County," Springfield said.

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



TAXES from 8

only applies to income over similar threshold amounts as the increased Medicare tax. The dollar amounts are the same as the increased Medicare tax amounts, however rather than only counting earned income in determining the threshold, modified adjusted gross Income is used instead for this new tax on unearned income. Therefore, this includes all sources of taxable income, less some modifications for foreign income.

One specific trap, or opportunity, integrated into this new tax is that it applies to rental income. Many business owners have a separate company that owns the real estate or equipment they use and rents it to the operating

company owned by the same or similar owners. These self-rental activities have some special rules. However, they received no special treatment as it relates to this new tax on unearned income. Rental income is specifically identified as a source of income to which this new tax applies. Therefore, starting in 2013 business owners need to be careful about the amount of taxable income their own rental company generates, because it could result in having a higher tax rate.

Clinton Baker is a member with Kennedy and Coe LLC. He specializes in tax consulting and frequently is a public speaker on the tax implications of health care reform.

FOR THE **RECORD**

BANKRUPTCIES

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.

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

FORECLOSURES

Includes notices of election

and demand filed by credi-

tors alleging default on a

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final until a Public Trustee's

Deed has been issued.

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

PEGGY A HENRY, 3850 GARD-ENWALL CT, FORT COLLINS; CASE #2012-32860, DATE FILED: 11/7/2012.

ALEXANDRA ELISA FRASER, 2713 DUNDEE CT, FORT COLLINS;

CASE #2012-32861, DATE FILED: 11/7/2012.

XANTHAD J LY, 916 CLEVELAND AVE, LOVELAND; CASE #2012-32866, DATE FILED: 11/7/2012.

CHARLES SPIKE HOFFMAN,

1709 VAN BUREN AVE, LOVELAND; CASE #2012-32893, DATE FILED: 11/7/2012.

SCOTT DAVID HANCOCK, 640 VALLEY VIEW RD, LOVELAND; CASE #2012-32907, DATE FILED:

CHARLES NATHAN DRAZ, 448 CARDINAL AVENUE, LOVELAND; CASE #2012-32963, DATE FILED: 11/8/2012.

AMANDA LOUISE CARRION, 832 WHITE ELM DR, LOVELAND; CASE #2012-32964, DATE FILED:

11/8/2012. JOHN ALLEN CLARK, 420 E

57TH STREET LOT 137, LOVELAND; CASE #2012-32965, DATE FILED: 11/8/2012.

KRISTIN CAROL BIRKMANN, 1555 SOUTH ST VRAIN AVE. ESTES PARK; CASE #2012-32988, DATE FILED: 11/8/2012.

MICHAEL DAVID EADE, 451 EAST COUNTY RD 56, FORT COLLINS; CASE #2012-33010, DATE FILED: 11/9/2012.

ROBERT ALLAN FORGUE, 725 PARKVIEW DR, FORT COLLINS; CASE #2012-33104, DATE FILED: 11/10/2012.

ZACHARY A ELL, 420 EAST 57TH STREET LOT 210, LOVELAND; CASE #2012-33105, DATE FILED: 11/10/2012.

DAVID S BODEN, 1235 W 50TH ST, LOVELAND; CASE #2012-33116, DATE FILED: 11/10/2012.

MICHAEL HAROLD POWER, 4174 PLUM CREEK DRIVE, LOVELAND; CASE #2012-33171, DATE FILED: 11/10/2012.

DAVID JEFFREY GREVER. 357 COVE DR. LOVELAND: CASE #2012-33206. DATE FILED: 11/13/2012.

JAMES ANTHONY OLLERICH. 1020 WABASH ST APT 15104, FORT

COLLINS; CASE #2012-33272, DATE FILED: 11/14/2012.

JAMES RICHARD MASON. 5125 CORAL BURST CIR, LOVELAND; CASE #2012-33276, DATE FILED: 11/14/2012

KENNETH ALAN VOSS, 21430 WCR1, BERTHOUD; CASE #2012-33286. DATE FILED: 11/14/2012.

RICHARD L III BROWN, 4915 HAHNS PEAK DR # 103, LOVELAND; CASE #2012-33296, DATE FILED:

MARY ELLEN LOZANO, 1513 EDORA ROAD, FORT COLLINS; CASE #2012-33307, DATE FILED: 11/14/2012.

MANDY NICOLE THRASHER. 4545 WHEATON DR F170. FORT COLLINS; CASE #2012-33333, DATE FILED: 11/14/2012.

BRIAN JAMES KIESEL, 2424 POPLAR DR, FORT COLLINS; CASE #2012-33365, DATE FILED: 11/14/2012.

IAN PATRICK FREEHILL, 2325 WEST STUART STREET, FORT COL-LINS: CASE #2012-33398. DATE FILED: 11/15/2012.

BARBARA LYNN JENSEN, 1935 STERLING LANE. FORT COLLINS: CASE #2012-33464, DATE FILED: 11/16/2012.

LISA ANN PETERSON, 123 PEARL STREET. FORT COLLINS: CASE #2012-33467, DATE FILED: 11/16/2012.

BARBARA JEANETTE FULLER. 3300 STANFORD RD #N202, FORT COLLINS; CASE #2012-33498, DATE FILED: 11/16/2012.

RONALD BRIAN GUY, 518 1/2 ELIZABETH STREET, FORT COLLINS; CASE #2012-33506, DATE FILED: 11/16/2012

Chapter 13

KIRBY M MISHLER, 1017 CIM-MARON DRIVE, LOVELAND; CASE #2012-33129, DATE FILED: 11/10/2012.

RANDY DEAN HAND, 1421 STOVER ST, FORT COLLINS; CASE #2012-33201, DATE FILED: 11/13/2012.

SEAN RICHARD CHASE, 102 SOUTHSIDE CT, FORT COLLINS; CASE #2012-33203, DATE FILED:

SHANNON M LEWIS, 1206 W EISENHOWER BLVD, LOVELAND; CASE #2012-33229, DATE FILED: 11/13/2012.

COLLEEN MARIE BROTHER-TON, PO BOX 1184, LOVELAND; CASE #2012-33331, DATE FILED: 11/14/2012.

DAVID HENRY MORENO, 1502 CLEVELAND AVE, LOVELAND; CASE #2012-33435, DATE FILED: 11/15/2012.

JOSEPH THOMAS III BACKURZ, 6629 N COUNTY RD 3, FORT COL-LINS; CASE #2012-33454, DATE FILED: 11/16/2012.

DANNY ALLAN STURDEVANT. PO 33495, DATE FILED: 11/16/2012.

Weld County Chapter 7

CARL DUANE JR BIRGE, 906 GREENWOOD CT, FORT LUPTON; CASE #2012-32865, DATE FILED: 11/7/2012.

ERIC FRANKLIN MARSHALL, 751 WAGON TRAIN DR. MILLIKEN: CASE #2012-32869. DATE FILED:

ESPERANCIA RITA GIRON. 2316 W 15TH STREET #107. GREELEY: CASE #2012-32879, DATE FILED:

11/7/2012.

MATTHEW AUMILLER, 496 CEN-TRAL AVE, BRIGHTON; CASE #2012-32888, DATE FILED: 11/7/2012.

DALVIN JAMES ICKLER. 1167 COTTONWOOD AVENUE, FORT LUPTON; CASE #2012-32904, DATE FILED: 11/7/2012.

SERENA MARIE CONARD, 463 N 48TH AVE, BRIGHTON; CASE #2012-32913. DATE FILED: 11/7/2012.

ROBERTO MARTINEZ. 341 N 7TH AVENUE, BRIGHTON; CASE #2012-32920. DATE FILED: 11/7/2012.

ROBERT EUGNE MAYS, 519 HAWTHORN CI, FREDERICK; CASE #2012-32954, DATE FILED: 11/8/2012

JASON PAGE KEITHLINE, 307 SLOAN DRIVE, JOHNSTOWN; CASE #2012-32980, DATE FILED: 11/8/2012.

CHERYL LOUISE BROTHWELL. PO BOX 6. PIERCE: CASE #2012-32990, DATE FILED: 11/8/2012.

ROBIN TERRIL BINKLEY. 3591 WHETSTONE WAY, MEAD: CASE #2012-33026, DATE FILED: 11/9/2012.

PATRICK FAJARDO, 2419 GROVE ST, BRIGHTON; CASE #2012-33049, DATE FILED: 11/9/2012.

JOHN ANTHONY JR HERNAN-DEZ, 305 OCTILLO ST, BRIGHTON; CASE #2012-33070, DATE FILED: 11/9/2012.

CHRYSTAL GAYLE CARPIO, 3060 EAST BRIDGE STREET #51, BRIGH-TON; CASE #2012-33072, DATE FILED: 11/9/2012.

RICKY ALLEN SR BROSSMAN, 531 S 24TH AVE, BRIGHTON; CASE #2012-33098, DATE FILED: 11/9/2012.

NICCOLA JOYCE YOUNG, 3805 WHITETAIL CT, MEAD; CASE #2012-33101, DATE FILED: 11/9/2012.

TERRI L BRODIE, 4789 FALCON DR, FREDERICK; CASE #2012-33128, DATE FILED: 11/10/2012.

MARIA DORA GARCIA, 2473 ASH AVE APT #81, GREELEY; CASE #2012-33174, DATE FILED: 11/10/2012.

DAVID WAYNE NESS. 521 1ST STREET, WINDSOR; CASE #2012-33176, DATE FILED: 11/10/2012.

GURSHARAN CHATTA, 14300 E 130TH AVE, BRIGHTON; CASE #2012-33177, DATE FILED:

THOMAS GONZALEZ, 4940 W "F" ST, GREELEY; CASE #2012-33232, DATE FILED: 11/13/2012

LISE R SCHUMANN. 4401 ONYX PL, JOHNSTOWN; CASE #2012-33235. DATE FILED: 11/13/2012.

BRITTINY J HAMILTON, 4750 W 29TH ST APT 314, GREELEY; CASE #2012-33238, DATE FILED: 11/13/2012.

JAMES D HUGHES, 3861 BAL-SAWOOD LANE, JOHNSTOWN; CASE #2012-33304, DATE FILED: 11/14/2012.

COREY STEPHEN RINKER, 24653 RAII_ROAD ST. EATON: CASE #2012-33305. DATE FILED: 11/14/2012.

TERESA ANN MOLLENDOR, 1314 28TH STREET ROAD, GREELEY; CASE #2012-33336, DATE FILED:

LORRAINE ANN SHADE. 2082 19TH AVE, GREELEY; CASE #2012-33362, DATE FILED: 11/14/2012.

JEANETTE F LARSEN, 1178 LARK LN, BRIGHTON; CASE #2012-33382, DATE FILED: 11/15/2012.

CATHY KILPATRICK, 15395 OVERLAND TRAIL, BRIGHTON: CASE #2012-33453, DATE FILED: 11/16/2012.

GOLDEN EAGLE PARKWAY, BRIGH-TON; CASE #2012-33460, DATE FILED: 11/16/2012.

BRIAN LEE MANAUGH, 5232

MERRIL JOHNPAUL DAVIS, PO BOX 200762, EVANS; CASE #2012-33474, DATE FILED: 11/16/2012.

MARILYN KAY LEFFLER, 104 BEACON WAY #6D, WINDSOR; CASE #2012-33488, DATE FILED: 11/16/2012.

SANTOS PANCHO ESPARZA, 10 ORCHID COURT, WINDSOR: CASE #2012-33496, DATE FILED:

BARRY DEAN MCGEE, 2936 W 17TH ST, GREELEY; CASE #2012-33500, DATE FILED: 11/16/2012.

AUTUMN L BOSS, 4910 MT CAMERON DRIVE, BRIGHTON; CASE #2012-33517, DATE FILED: 11/16/2012.

DAVID MICHAEL JOHNSON, PO BOX 473, HUDSON; CASE #2012-33518, DATE FILED: 11/16/2012.

CHRISTOPHER MICHAEL

BARNES, 1010 34TH AVE, GREE-LEY; CASE #2012-33535, DATE FILED: 11/16/2012. Chapter 13

BROOKE LEIGH COLLISON, 2737 W 14TH STREET, GREELEY; CASE #2012-32917, DATE FILED: 11/7/2012.

ROBIN MARIE CALLIS, 405 HAWTHORN COURT, FREDERICK; CASE #2012-33065, DATE FILED: 11/9/2012.

JACOB O CRITCHLOW, 3020 SUN-SET DRIVE. EVANS: CASE #2012-33242, DATE FILED: 11/13/2012.

FORECLOSURES

Larimer County

BORROWER: NANCY L & STEPHEN E BOUNDS, 249 MARCY DR, LOVE-LAND. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$211128. CASE #75355. 10/25/2012

BORROWER: PAUL SCOTT & LORI DIANE BURDICK, 408 E 32ND ST, LOVELAND. LENDER: SUNTRUST MORTGAGE INC, AMOUNT DUE: \$217539, CASE #75356, 10/25/2012

BORROWER: MICHAEL & LAURA WHITCOMB, 2401 ESTRELLA AVE, LOVELAND. LENDER: PNC BANK, AMOUNT DUE: \$138218. CASE #75358. 10/25/2012

BORROWER: ELMER D LANTIS. 300 SHORE CT, FORT COLLINS. LENDER: JPMORGAN CHASE BANK AMOUNT DUE: \$226516. CASE #76607. 10/30/2012

BORROWER: ADAM W & ASHLEY B MURPHY, 27 BUFF CT, DRAKE. LENDER: GMAC MORTGAGE LLC, AMOUNT DUE: \$153321. CASE #76608. 10/30/2012

BORROWER: KELLY L COLLINS, 1932 S COLORADO AVE. LOVELAND. LENDER: NATIONSTAR MORTGAGE LLC, AMOUNT DUE: \$108000. CASE #76609. 10/30/2012

BORROWER: LYNN B & BRENDA L ARCHULETA, 3430 LOVELAND AVE, LOVELAND. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$305836. CASE #76610. 10/30/2012

BORROWER: CLARENCE JOHN JR NOLLET, 1121 ALFORD ST, FORT COLLINS. LENDER: JPMOR-GAN CHASE BANK, AMOUNT DUE: \$118949. CASE #76611. 10/30/2012

BORROWER: KENT & SUSAN SUL-LIVAN, 2621 ANNELISE WAY, FORT COLLINS. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$250244. CASE #76612. 10/30/2012

BORROWER: JULIE D TOWERS, 4426 QUEST DR, FORT COLLINS. LENDER: MT BANK, AMOUNT DUE: \$141807, CASE #76613, 10/30/2012

BORROWER: PEGGY A & JAMES R COWAN, 1315 ARTHUR AVE, LOVELAND, LENDER: HSBC BANK USA, AMOUNT DUE: \$153492. CASE #76614. 10/30/2012

BORROWER: RICHARD L & PATRI-CIA J JONES, 7338 DOUGLASS LAKE RANCH RD, FORT COLLINS. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$451003. CASE #76984. 10/31/2012

BORROWER: SPENCER R & LORNA Y JORGENSEN, 303 UNDERWOOD DR, FORT COLLINS. LENDER: ONE-WEST BANK FSB, AMOUNT DUE: \$261955. CASE #77070. 10/31/2012

BORROWER: KENNETH A & SAN-DRA S RODARMEL, 7063 MCMUR-RY RANCH RD, BELLVUE. LENDER: FIRST NATIONAL BANK OMAHA, AMOUNT DUE: \$343865. CASE #77071. 10/31/2012

BORROWER: LAWRENCE NERO. 2706 BROOKWOOD DR. FORT COL-LINS. LENDER: FIFTH THIRD MORT-GAGE CO, AMOUNT DUE: \$247430. CASE #77072. 10/31/2012

BORROWER: RONALD L & GLENDA G DAVIS, 7556 COUNTY ROAD 68C, RED FEATHER LAKES. LENDER: BANK NEW YORK MEL-LON, AMOUNT DUE: \$206238. CASE #77417. 11/1/2012

BORROWER: MELLISA BERNAL, 3815 ROCK CREEK DR UNIT A, FORT COLLINS. LENDER: BANK AMERI-CA, AMOUNT DUE: \$234798. CASE #77418. 11/1/2012

BORROWER: JANET K LEWIS, 994 MONROE AVE #. LOVELAND, LEND-ER: COLORADO HOUSING FINANCE AUTHO, AMOUNT DUE: \$107118. CASE #77419. 11/1/2012

BORROWER: BONNIE ROBBINS, 408 STRASBURG DR UNIT B13, FORT COLLINS. LENDER: JPMOR-GAN CHASE BANK, AMOUNT DUE: \$116981. CASE #77420. 11/1/2012

BORROWER: JODY M & RACHEL L BAGGETT, 4000 IDEAL DR, FORT COLLINS. LENDER: PNC BANK, AMOUNT DUE: \$121140. CASE #77421. 11/1/2012

BORROWER: BRENT D & MONICA L PANKIEVICH, 1143 SILVER FIR DR, LOVELAND. LENDER: BANK AMER-ICA, AMOUNT DUE: \$168653. CASE #77422. 11/1/2012

BORROWER: FOX LLC, , . LENDER: GREAT WESTERN BANK, AMOUNT DUE: \$327607. CASE #77828. 11/2/2012

BORROWER: H PAUL & SUSAN E MARTIN, 8023 TIMBER WOLF CIR. WELLINGTON. LENDER: GMAC MORTGAGE LLC, AMOUNT DUE: \$184736. CASE #78199. 11/5/2012

BORROWER: BRIAN K FULLER, 4836 KIVA DR, LAPORTE. LENDER: CITIMORTGAGE INC. AMOUNT DUE: \$247299, CASE #78200, 11/5/2012

BORROWER: NORMA J LANGLEY, 160 S JEFFERSON AVE. LOVELAND. LENDER: JP ALT 2006 S1, AMOUNT DUE: \$120539. CASE #78201. 11/5/2012

BORROWER: NORMAN E & IDA M WENZEL, 4613 ANGELICA DR, JOHNSTOWN. LENDER: OCWEN LOAN SERVICING LLC. AMOUNT DUE: \$417000 CASE #78202

11/5/2012

BORROWER: AMY ELIZABETH WALLAPERRINS, 7705 ALLOTT AVE, FORT COLLINS. LENDER: METLIFE HOME LOANS, AMOUNT DUE: \$226736. CASE #78203. 11/5/2012

BORROWER: HAROLD D BAYNE, 2480 FLEMING DR, LOVELAND. LENDER: US BANK, AMOUNT DUE: \$147616. CASE #78204. 11/5/2012

BORROWER: FOX LLC, 50 ARAP-AHOE CT, RED FEATHER LAKES. LENDER: GREAT WESTERN BANK. AMOUNT DUE: \$327607. CASE #78205. 11/5/2012

BORROWER: KENNETH ORGO-GLIOSO, 2715 CHERLY ST, FORT COLLINS. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$133755. CASE #78626. 11/6/2012

BORROWER: JANET L DAUBERT, 7905 3RD ST, WELLINGTON. LEND-ER: HSBC BANK USA, AMOUNT DUE: \$56651. CASE #78627.

BORROWER: JASON & ADRIENNE DEHERRERA, 4572 HAYLER AVE, LOVELAND. LENDER: SW LINEAR INVESTMENT LLC, AMOUNT DUE: \$38830. CASE #78628. 11/6/2012

Weld County

BORROWER: WINDSOR LAND CO LLC, VL, . LENDER: NBH BK, AMOUNT DUE: \$4615000. CASE #3884760. 10/30/2012

BORROWER: RUHAMA L STOCK-LAND, 215 NELSON ST, ERIE. LENDER: FLAGSTAR BK. AMOUNT DUE: \$305905, CASE #3884761. 10/30/2012

BORROWER: ISMAEL & LUZ ELVA CHA ARMENDARIZ, 1901 30TH STREET RD, GREELEY. LENDER: EVERBANK, AMOUNT DUE: \$108087. CASE #3884762, 10/30/2012

BORROWER: STEVEN WARD HUCKFELT, 713 YAKIMA CT, LOCH-BUIE I ENDER: DEUTSCHE BK NATI TRUST CO. AMOUNT DUF: \$113566. CASE #3885138, 10/31/2012

BORROWER: HEATHER & JAH-

MIEL MCLAWRENCE, 10706 BUTTE DR, LONGMONT. LENDER: COLO HOUSING FIN AUTHORITY, AMOUNT DUE: \$129175. CASE #3885139. 10/31/2012 BORROWER: SHEILA FLOYD,

DUE: \$199113. CASE #3885140. 10/31/2012 **BORROWER:** GREGORY A & DIANE M REWERTS, 1901 ALMOND AVE, GREELEY. LENDER: AURORA BK,

AMOUNT DUE: \$179986, CASE

#3885141. 10/31/2012

3012 CODY AVE, EVANS. LENDER: FED NATL MTG ASSOC, AMOUNT

BORROWER: ROGER CHIPPS, 2144 WEDGEWOOD CT. GREE-LEY. LENDER: CITIMORTGAGE INC. AMOUNT DUE: \$42607. CASE #3885142. 10/31/2012

BORROWER: SARAH & DUSTIN PARISH, 6144 GRADEN ST, FREDER-ICK. LENDER: EVERBANK, AMOUNT DUE: \$208186. CASE #3885143. 10/31/2012

BORROWER: CARRIE VARKEVISS-ER. 6166 CLAYTON ST. FREDERICK. LENDER: GREEN TREE SERVICING LLC, AMOUNT DUE: \$207936. CASE #3885144. 10/31/2012

BORROWER: DARRELL L & ANGE-LA M FALK, 3413 LUPTON AVE EVANS. LENDER: WELLS FARGO BK. AMOUNT DUF: \$134827, CASE #3885145. 10/31/2012

BORROWER: ROBERTO RUIZ, 1116 2ND AVE. GREELEY, LENDER: U.S. BK, AMOUNT DUE: \$87957. CASE #3885146 10/31/2012

BORROWER: GUADALUPE ANDRES. 100 23RD AVENUE CT, GREELEY. LENDER: US BK, AMOUNT DUE: \$116436. CASE #3885147. 10/31/2012

BORROWER: KASEY N HOBBS, 4865 QUAIL CT, FREDERICK.

WOODWARD from 1

dre River.

Specifically, Woodward is working with the city to prepare paperwork that would be submitted to the Federal Emergency Management Agency for a floodplain revision. It also is working with the Platte River Power Authority to relocate a north-south transmission line that runs across the property.

And while Woodward hasn't officially committed to the site, it has submitted an overall development plan and a conceptual review site plan to the city for the 101.5-acre parcel. The site is on the southwest corner of East Lincoln Street and South Lemay Avenue.

According to the plan, Woodward is considering four buildings including manufacturing and office space on nearly 70 acres. The rest of the land would

Real estate developer Allen Ginsborg and Woodward are expected to submit a project development plan to the city in mid-January. The city's design team is engaged in weekly meetings with Woodward, according to Jason Holland, the city planner assigned to the project.

"We're working with them as much as possible," Holland said.

Right now, the site is home to a privately owned golf course, and a portion of the potential development is within the 100-year floodplain of the Poudre River. Other portions are within a 500year floodplain, meaning any buildings face the potential of devastating floods.

To address the problem, the land would have to be re-graded.

Woodward has been working with the city to develop a plan that meets FEMA's approval.

It's a complicated, time-consuming process, according to Marsha Hilmes-Robinson, floodplain administrator for the city and a member of the development review team working on the Woodward project.

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Getting through all of the government's approvals can take as long as six months, she said.

The city, she said, will review Woodward's submittal before it goes to FEMA to make sure that it adheres to

It'll be up to Woodward to decide how it chooses to re-grade the area, Hilmes-Robinson said.

Woodward could not be reached for comment, and Ginsborg declined to comment.

In the meantime, Woodward is also investigating the feasibility of relocating a transmission line that stretches across the property, according Holland.

The goal is to make the entrance to the property more aesthetically appealing, Holland said.

The transmission line actually includes two different voltages, one with 230,000 volts that PRPA COO Jason Frisbie equated to a "highway," and a smaller line carrying 115,000 volts that Frisbie said was more like a "county road" line.

Moving a line in the middle of a city is always complicated business, Frisbie said, and is an undertaking involving the power authority, the city and the development applicant, meaning the

PRPA has technical experts that can look at overheard and underground alternatives, Frisbie said.

The most time-consuming part of the process is deciding where to relocate a line, as well as obtaining permits and easements, he said. From start to finish, the process for relocating a line overhead is between one and two years at the most, while burying a line underground takes more time.

It also costs a lot more to bury a line. Estimates for relocating a transmission line depend on a number of factors that are specific to a new location, Frisbie said. Typically, existing landscape is examined to determine good alternatives for the line that don't impact scenery or endanger residents.

"Average, rough" numbers for relocation are \$1 million per mile for an overhead relocation and closer to \$5 million per mile for an underground relocation.

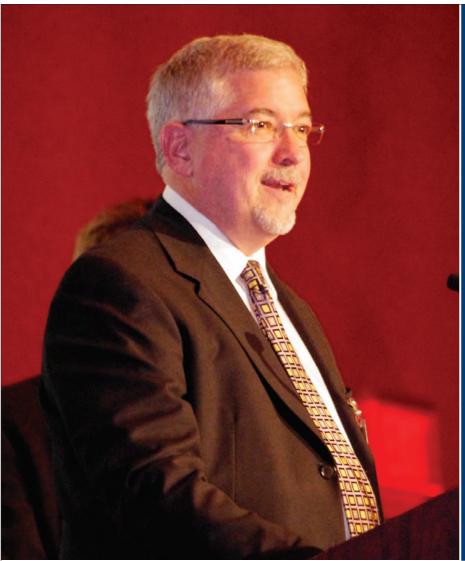
In this case, going underground could entail boring under a major roadway, which would require a more complicated process than simply laying down underground cable in a field, Frisbie said.

Moving a line like this is rare, Frisbie said, but not unprecedented.

Some alternatives for other locations for the line have been discussed, but Frisbie declined to share those.

In addition to flooding and power line issues, Woodward will have to deal with typical infrastructure questions such as service lines, as well as some improvements to road frontages along Lemay and Lincoln, Holland said.

Woodward's new HQ would be twice the size of its current facility on Drake. Should it decide to move forward, Woodward's Fort Collins workforce could grow from about 700 to between 1,300 and 1,400 by 2025.



Columbine Health Services Curt Richardson. OtterBox Wynne Odell 2008-2009 Odell Brewing Company Douglas Odell Odell Brewing Company .Rulon Stacy Poudre Valley Health SystemTerry Drahota Drahota Commercial, LLCLori Schlotter Colorado CustomWare, Inc. 2005 .David BethuneWilliam Ward Front Range Internet - FRII . David Neenan The Neenan Companies Jim Neenan The Neenan Companies

New Belgium Brewing Company Jeff Lebsch New Belgium Brewing Company Douglas Schatz Advanced Energy Industries, Inc .Kent Sampson 1998.

Spiro Palmer

2001

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> - Curt Richardson Founder and CEO OtterBox



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of northern Colorado

March 7, 2013

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one of our community's most respected business leaders. To learn more about Bravo! Entrepreneur Awards, please visit www.NCBR.com.



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FOR THE **RECORD**

LENDER: HSBC BK USA, AMOUNT DUE: \$162555. CASE #3885148 10/31/2012

BORROWER: CESAR J VALDEZ, 10698 BUTTE DR, LONGMONT. LENDER: MIDFIRST BK, AMOUNT DUE: \$150382. CASE #3885149

BORROWER: BRET L BRUNGARDT. 2823 W 11TH ST, GREELEY, LENDER: JPMROGAN CHASE BK, AMOUNT DUE: \$50652. CASE #3885531 11/1/2012

BORROWER: LIGHTHOUSE BAP-TIST CHURCH BRIG, 1190 DEN-VER AVE. FORT LUPTON. LENDER: BAYVIEW LOAN SERVICING LLC AMOUNT DUE: \$139038. CASE #3885532. 11/1/2012

BORROWER: MARVIN L & DEBO-RAH S WAREHIME, 23523 WCR 72, EATON. LENDER: US BK, AMOUNT DUE: \$184342. CASE #3885928 11/2/2012

BORROWER: DANIEL L & GINA D OLBERDING, 10387 COUNTY ROAD 23, FORT LUPTON. LENDER: BK AM, AMOUNT DUE: \$388405. CASE #3885929. 11/2/2012

BORROWER: DANNY CRAIG THOMAS, 404 W SHAFER AVE, PIERCE. LENDER: HSBC BK USA AMOUNT DUE: \$104122, CASE #3885930. 11/2/2012

BORROWER: CRISTINE A WILKIN-SON 1322 51ST AVENUE CT GREE-LEY. LENDER: EVERBANK, AMOUNT DUE: \$172547. CASE #3885931.

BORROWER: RONALD M KELSEY, 304 E B ST, AULT. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$49146. CASE #3885932. 11/2/2012

BORROWER: MICHAEL H & SONJA ZOOK, 2714 W 26TH ST, GREELEY, LENDER: WELLS FARGO BK. AMOUNT DUE: \$161195, CASE #3885935. 11/2/2012

BORROWER: MARK CHACON. 16818 WEBER WAY, MEAD. LENDER: BK AM. AMOUNT DUE: \$270989. CASE #3886347. 11/5/2012

BORROWER: MICHAEL AARON & STACI HALL, 610 SCOTCH PINE DR, SEVERANCE. LENDER: WELLS FARGO BK. AMOUNT DUE: \$209060. CASE #3886348. 11/5/2012

BORROWER: ROBERT G & JANETTE K MOORE, 607 BUCK-HORN MOUNTAIN CT, WINDSOR. LENDER: WELLS FARGO BK, AMOUNT DUE: \$189661. CASE #3886349. 11/5/2012

BORROWER: SETH A & ALICIA G LETTERLY, 1114 32ND AVE, GREE-LEY, LENDER: WELLS FARGO BK. AMOUNT DUE: \$107763. CASE #3886350. 11/5/2012

BORROWER: PETER J MILLION. 1037 GLEN CREIGHTON DR. DACONO. LENDER: WELLS FARGO BK, AMOUNT DUE: \$76113. CASE #3886351. 11/5/2012

BORROWER: JAMES W WILDE, 13211 COUNTY ROAD 21, PLAT-TEVILLE, LENDER: US BK, AMOUNT DUE: \$215351. CASE #3886352.

BORROWER: JL SONS CONSTR INC, .. LENDER: 2010 1 RADC CADC VENTURE LLC, AMOUNT DUE: \$174783. CASE #3886353. 11/5/2012

BORROWER: ANGEL A PEREZ & VERON ZEPEDA, 4219 N SHENAN-DOAH ST, GREELEY. LENDER: WELLS FARGO BK. AMOUNT DUE: \$74172. CASE #3886354. 11/5/2012

BORROWER: JOHN GIII & MELISSA HERRERA, 418 10TH ST. GREELEY. LENDER: BK AM, AMOUNT DUE: \$148591. CASE #3886355. 11/5/2012

BORROWER: MARISA VICTO-RIA LANGCASTER, 650 DRAW ST, LOCHBUIE. LENDER: COLO HOUS-ING FIN AUTHORITY, AMOUNT DUE: \$193200. CASE #3881655 10/17/2012

BORROWER: ANTHONY P COWLES, 10818 CIMMARRON ST UNIT 304, FIRESTONE. LENDER: WELLS FARGO BK, AMOUNT DUE: \$178919. CASE #3881656. 10/17/2012

BORROWER: WILLIAM R & SHER-RY L REED, 4001 PARTRIDGE AVE, EVANS, LENDER: US BK, AMOUNT DUE: \$127056. CASE #3881657.

BORROWER: JOHN O & KRISTEN L MAROSI, 222 TARTAN DR, JOHN-STOWN. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$173642. CASE #3881658 10/17/2012

BORROWER: ALLISON E MILROY, 2712 W 26TH STREET RD, GREE-LEY, LENDER: BK AM, AMOUNT DUE: \$124471. CASE #3881959.

BORROWER: TROY WILLIAM & SHAWNA SCARBERRY, 2622 SHOOTING STAR WAY, EVANS. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$190073. CASE #3881960. 10/18/2012

BORROWER: VIRGILIO JARAMIL-LO, 214 WENATCHEE ST, LOCH-BUIE. LENDER: WELLS FARGO BK, AMOUNT DUE: \$86663. CASE #3882269. 10/19/2012

BORROWER: JAMES C & WILLIAM C SCHILL, 4394 W 2ND ST, GREE-LEY. LENDER: BK AM, AMOUNT DUE: \$125925. CASE #3882270. 10/19/2012

BORROWER: MICHAEL W & CHRIS-TINE HUBBARD, 3778 JAY HAWK CT. DACONO. LENDER: MTG INVEST CORP. AMOUNT DUE: \$425608 CASE #3882271. 10/19/2012

BORROWER: RONALD M & SHEILA

L KELSEY, 320 S 3RD AVE, AULT. LENDER: US BK, AMOUNT DUE: \$62477, CASE #3882272, 10/19/2012

BORROWER: SUNNI P CLARK, 200 6TH ST, GILCREST. LENDER: BK AM, AMOUNT DUE: \$67742. CASE #3882273. 10/19/2012

BORROWER: THOMAS J SFOR-ZO. 1940 21ST AVENUE CT. GREE-LEY. LENDER: BK AM, AMOUNT DUE: \$223058. CASE #3882274. 10/19/2012

BORROWER: JOSHUA J & MEA-GAN A WIRKUS, 109 6TH ST, FRED-ERICK, LENDER: CENTRAL MTG CO, AMOUNT DUE: \$117944. CASE #3882275. 10/19/2012

BORROWER: JEREMY R CARTER, 4216 LAUREL DR, EVANS. LENDER: DEUTSCHE BK NATL TRUST CO, AMOUNT DUE: \$155296. CASE #3882276. 10/19/2012

BORROWER: HAROLD F & JANET S AIKENS, 224 BOONE ST, NEW RAYMER, LENDER: NATIONSTAR MTG LLC, AMOUNT DUE: \$14151. CASE #3882277. 10/19/2012

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EYE from 3

An 'American of the Year'

Gov. John Hickenlooper has been named one of Esquire magazine's "Americans of the Year."

The magazine's December issue, in an article headlined "John Hickenlooper's Long, Hot Summer," explained its selection this way:

"A drought destroyed \$100 million of revenue. Wildfires incinerated 238,000 acres of forest. And then 70 people were shot in a movie theater. It's not easy being the governor of Colorado."

Esquire subscribers might recall that two other Coloradans were named among the magazine's "Americans of the Year": Trey Parker and Matt Stone, who created the long-running series "South Park" and went on to bring the musical "The Book of Mormon" to Broadway, both made the list last year.

Kaiser now in the 10K club

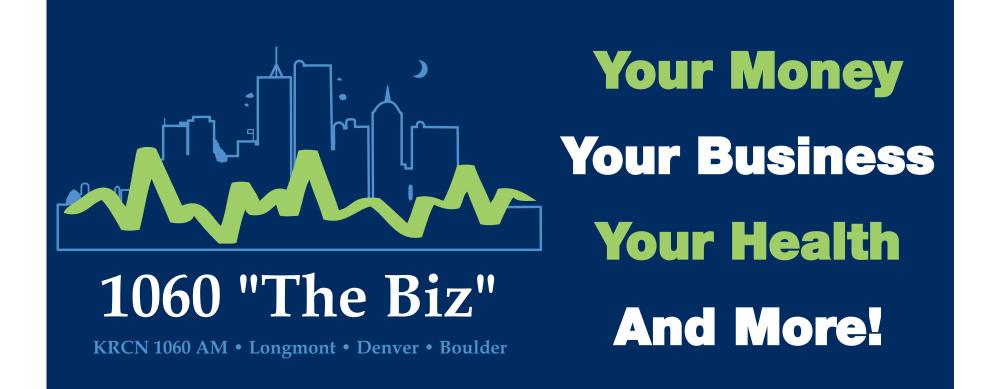
The Northern Colorado Economic Development Corp. gained a new top-tier investor when Kaiser Permanente entered the market.

In the NCEDC's 2012 annual report, the organization responsible for attracting and retaining primary employers in Larimer County included a list of all of its \$10,000level sponsors.

The new kid on the block was Kaiser, which has officially made its physical presence known in Larimer County, opening clinics in both Loveland and Fort Collins.

Kaiser joins McKee Medical Center and University of Colorado Health in the realm of top-level health care investors.

In total, the NCEDC has 21 investors at the \$10,000 or above



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A path to American energy independence

Yeah, it's a dirty business and the chemicals that are used nowadays to extract oil and gas in hydraulic fracturing are even dirtier. But whether it's Brent, West Texas



EDITOR'S NOTEBOOK Allen Greenberg

Intermediate or Russian Export Blend, this is the stuff that heats our homes, fuels our cars, drives our economy.

Oil touches almost every aspect of our lives; we get thousands of everyday prod-

ucts, from medicines to plastics to fibers for clothing, from oil.

Unfortunately, there are two problems with oil: supplies will eventually run dry and the emissions from gas-powered vehicles are bad for our health.



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Which is why I'm hoping that Congress gets its act together and immediately adopts an extension

of the wind-production tax credit.

The opposition claims that this tax is anti-free market.

To a degree, they're absolutely right. But they're missing the bigger point. Without a robust mix of alternative fuels, the free market as we know it won't be around to defend.

Depending on your viewpoint, government subsidies can be nothing more than corporate welfare. However, the same fiscal conservatives who are fighting against the extension of this tax don't seem too upset about the billions of dollars in subsidies that Big Oil gets every year.

Thanks to the lack of action in Congress, hundreds of jobs in Colorado already have been lost. Northern Colorado has been especially hard hit, given the presence of Vestas in Brighton and Windsor.

The company has blamed a slowdown in the U.S. wind industry this year largely on the uncer-

➤ See Editor, 23

The importance of ag imports to Colorado

Then thinking about the goods or services that Colorado exports to other countries, agricultural products may not be the first thing that crosses your mind. Think again.

Agricultural exports have become increasingly important to our state's economy, with high-quality, locally grown products sold from our farmers and ranchers to worldwide markets that are rich with opportunity.

And these exports are growing rapidly, doubling since 2009 to \$2.1 billion.

I am excited about the continued growth of Colorado's agricultural exports to international markets which contributes to Colorado's economic vitality and enhances opportunity for all Coloradans.

From Canada to Mexico, to Japan and China, and all the way to Korea and Russia, products from Colorado's farms and ranches are finding their way to these and other international destinations. Top agricultural

exports include beef, hides, dairy, dry beans and wheat.

Overall, our biggest trading partners continue to be our neighbors to the north and south, Canada and Mexico, where the largest shares of Colorado agricultural products go,

but we've seen growth on the global level.

In fact, exports to Japan have increased 52 percent to \$48.5 million in the first eight months of 2012, part of the \$120 million dollar increase in Colorado's



GUEST OPINION John T. Salazar

agricultural exports in the first eight months of 2012.

As for Colorado's total exports to our key international markets, agricultural exports often contribute a major share. For example, agricultural exports accounted for 35.7 percent of Colorado's total exports to Mexico, while accounting for 46 percent of our state's total exports to China.

Access to open markets is critical to reaching foreign customers.

It is important that our country's trade representatives continue to fight for greater access to global markets for our agricultural products.

Our most recent trade agreements with Panama, Colombia and South Korea are examples of the U.S. working to tear down trade barriers that block or reduce exports and improve access to customers in international markets.

Without question, Colorado's agricultural exports will continue to grow as we open and expand global markets and create new and exciting opportunities for our valued and quality products.

Gov. Hickenlooper has been a strong advocate for Colorado agricultural products, encouraging buyers

➤ See Guest, 23

NCBR Opinion Poll

Our online question:

Should Congress extend the wind production tax credit?

Yes 48.5%

No 51.5%

These results reflect responses to the online poll at www.ncbr.com.

This poll is not scientific and reflects only the opinions of those Internet users who have chosen to participate. The results cannot be assumed to represent the opinions of Internet users in general, nor the public as a whole.

Next question: How worried are you about the "fiscal cliff"?

Answer now at www.ncbr.com. Responses will be accepted through Dec. 11.

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BIZWEST











EDITOR from 22

tainty over the wind tax credit, which is set to expire at the end of the year.

Vestas CEO Ditlev Engel said the company expects next year to be tough for the wind industry, which is as clear a signal as any that more job cuts are possible.

We can't afford this, not now and certainly not in what is sure to be an oil-starved future.

The program in question allows wind projects that sell renewable energy to a utility to take a tax credit of 2.2 cents per kilowatthour for the first 10 years of a project's operation.

It's worked nicely thus far; generating more than \$1 billion a year for the industry, according to the Joint Committee on Taxation.

Instituted in 1992, the PTC was renewed in 2009 as part of the economic stimulus. But it was allowed to lapse several times before, and each time, sharp drops in the industry followed.

To their great credit, our state's senators, Michael Bennet and Mark Udall, have been leading the charge in hopes of extending the credit.

"An extension (of the tax credit) will support this vital industry at a crucial point in its development and save thousands of jobs in Colorado and tens of thousands across the rest of the country," Bennet said in a statement last month. "We are seeing firsthand

how Congress' failure to act on an extension of the wind PTC is killing jobs right here in Colorado."

In all, the U.S. wind energy sector employs about 75,000 people – 5,000 or so of those in Colorado. About 9.2 percent of electricity generated in Colorado comes from wind power, according to the American Wind Energy Association. That number is expected to climb to meet Colorado's renewable-energy portfolio standard requiring 30 percent of the state's electricity to be generated from renewable sources by 2020.

An extension of this tax credit not only could spare us further cuts in Colorado but actually add tens of thousands of jobs nationwide over the next few years.

Better yet, it keeps the U.S. wind market competitive against rivals in Europe and elsewhere.

Tax credits reduce federal revenues, no doubt. But so do job losses, at a rate that is undoubtedly even more costly to federal coffers.

One last thought (for now) on this topic: it's time that Colorado gives serious consideration to a feed-in tariff.

A growing number of countries worldwide rely on these tariffs, which require utilities to pay small-turbine wind project owners a set rate per kilowatt hour for any excess electricity they generate.

Some have tried to get the ball

rolling on this in Colorado but, proponents say, the state's major utilities quietly killed legislation to merely study the question in 2011

Meanwhile, Saudi Arabia is planning to spend \$100 billion of its oil dollars to develop solar power.

So tell me, why aren't we doing that?

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



January 11, 2013 11:00 a.m.- 1:30 p.m.

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GUEST from 22

in international markets to become more familiar with our products.

I joined the governor in a trade mission to Mexico earlier this year where we met with current and potential buyers of Colorado products. One of the positive outcomes of this mission is that Mexico is expected to ease barriers allowing greater access for fresh potatoes.

This would be an especially important gain for San Luis Valley potato producers. Our meetings could also increase exports of beef and wheat to Mexico.

Agriculture has been, and will continue to be, a critical part of Colorado's economic well-being.

As more and more of our agricultural products find consumers across the globe, Colorado agriculture will boost our state's economic growth and help create jobs.

And that is not only good for agriculture – it is good for all Coloradans.

A sixth-generation farmer and rancher, Salazar was appointed commissioner of agriculture in 2011.

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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:

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

NOMINATIONS MUST BE RECEIVED BY JANUARY 4, 2013

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Financial Advice for a Lifetime

hen I meet someone with good money habits it's usually because they have someone important in their life, a family member or friend, who took the time to share their financial values and experience. For those fortunate people, money management skills come easy. These skills were ingrained as a child and will serve them well into adulthood.

But some of us haven't had a mentor. So if you're a young person just starting out or you're older and looking to develop better financial habits I hope this article helps you get started down the right path.

It's important to recognize where your money beliefs come from. We all know most habits start at a young age. Finance is no different. As with all habits, these are so ingrained in your core beliefs by adulthood changing them can be very difficult. As with investing, it's important to understand your emotional response and keep a level head. If you experience any resistance to these ideas it's likely coming from money messages learned early in life.



Craig Arfsten

When it comes to finance there is a tendency to overcomplicate issues leading to apathy and denial. Here are some key principles for reference:

DAILY LIVING

Living within your means, and limiting debt go hand-in-hand. If you're having trouble living within your

means the answer is not additional debt. Either reduce your spending or increase your income through a second job or by learning additional skills >>> See Advice, CPA-4

INSIDE

How to set the right performance targets: A 10-step target tool CPA-2

Year-End Investment Planning and the Fiscal Cliffhanger CPA-3

Would You Like a Warranty With That? CPA-5

The "V" Word CPA-7

DON'T LET THE SUN SET ON YOUR PLANNING OPPORTUNITIES

is starting to feel like a familiar movie we've seen before. Given the looming certainty of "sunset" tax provisions, the inability of Congress to work toward amicable compromise, and the uncertainty of 2013 tax laws, we have "Groundhog Day," a pending

shoot-out at the OK Corral, with a twist of the mysterious unknown rolled into

one, as we approach the end of 2012.

A number of Bush-era tax cuts and incentives will sunset after 2012, with their fate most likely in the hands of Congress after the November elections, and maybe well into 2013. These expiring tax cuts and incentives were first enacted in the Economic Growth and Tax Relief Reconciliation Act of 2001 (EGTRRA) and the Jobs and Growth Tax Relief Reconciliation Act of 2003 (JGTRRA). The 2010 Tax Relief Act extended the majority of these measures through 2012.



Georgia Phillips

We've seen this plot before

– tax provisions set to expire
by year end, with no clue
what is looming in the wings
for taxpayers in the year that
follows. Will Congress have
its "showdown," duke it out,
and reach a favorable compromise? Or, will perpetual
gridlock take over? Unfortunately, given our lackluster
economy and the increasing
budget deficit, it is unlikely
that many of the expiring provisions will survive unscathed.

The most preferable outcome is a compromise solution that extends some variation of the expiring provisions over the next one to two years.

Going forward, how do we proceed regarding

>>> See Tax Update, CPA-6

How to Set the Right Performance Targets: A 10-Step Target Tool

as a motivational technique. Founded on well established theories of achievement motivation, targets that are specific and perceived as achievable can help to focus managerial action, encourage people to succeed and drive superior performance.

But setting the right targets is tricky and has become a real issue for many organizations.

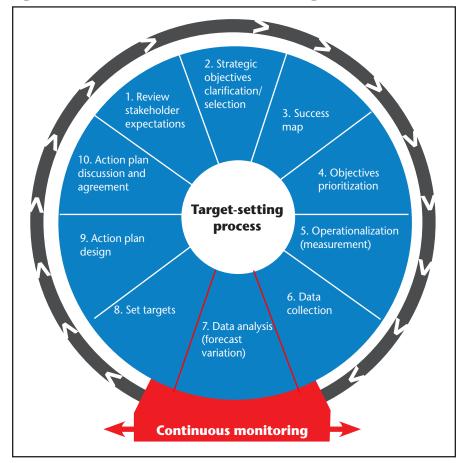
The target-setting tool presented here is based on research by Professor Mike Bourne and Dr. Monica Franco-Santos at the Centre of Business Performance, Cranfield School of Management and was adapted from The impact of performance targets on behaviors: a close look at sales force contexts, CIMA/Cranfield School of Management, 2009.

Based on a two-year study and interviews with nearly 100 sales people, the Cranfield School of

Management identified the common barriers to setting effective targets, and developed a ten-step tool to help improve the target setting process.

There are three common issues that undermine the effectiveness of targets. These are:

• The forecast was mainly based on past performance so people do not over achieve as over achievement will make the next year's target much harder.



- Some targets are based on the wrong performance measures which is often referred to as "hitting the target and missing the point."
- Targets were 'given' to the sales people and no ownership was created.

This target-setting tool will help you better understand and imple-

ment sales targets. It is divided into ten steps and presented in the form of a wheel to illustrate its cyclical nature.

1. Review stakeholder expectations: You need to ask "who are our stakeholders?" and "what do they expect from us?" This will determine the critical areas your organization

needs to address in order to be perceived as successful.

- 2. Strategic objectives clarification/selection: Once the stakeholders' expectations are identified, you need to express these as strategic objectives. Strategic objectives are clear statements of what the organization needs to achieve. They must be few in number and should address the different stakeholders' requirements.
- 3. Success map: A success map is a visual tool that shows how lower level objectives link to higher level strategic objectives. It is a powerful communication tool that explains "what" is to be achieved and "why." It also shows where each part of the organization contributes to achieving these goals.
- 4. Objectives prioritization: Most companies try to achieve too much. It is much better to prioritize and deliver fewer objectives than fail to deliver on too wide a range of goals. The focus will help employees too as they will be very clear about what is important in the coming period.
- **5. Operationalization:** This means designing appropriate performance measures. How you define the measure will drive behavior. So Key Performance Indicators must reflect the organization's goals and encourage the right behavior from those responsible for delivering the goals.

>>> See Performance, CPA-6



Tax Increases for 2013

Inless the laws are changed in the next few months, the Health Care and Education Reconciliation Act of 2010 will gradually become effective over the next few years. Beginning on January 1, 2013, married taxpayers with Modified Adjusted Gross Income (MAGI) greater than \$250,000 and single taxpayers with more than \$200,000 of MAGI may be taxed an additional 3.8% on a portion of their income.

For most taxpayers, MAGI is the same as AGI, which is the amount reported on the last line of page 1 of their personal tax return (Line 37). The tax is levied on the lesser of the amount that a taxpayer's MAGI exceeds their threshold OR their net investment income.

Investment income includes interest, dividends, annuities, royalties, rents and passive activity pass-through income. Investment income also includes the net gain attributable to the sale of non-trade-or-business property, such as the sale of stocks, investments in land or non-business assets owned by the taxpayer's business.

Investment income does NOT include income derived from active trade or business participation, including investment income earned by the business, distributions from most qualified retirement plans, such as IRAs and 401Ks, and tax exempt interest.

If a married couple filing a joint return (MFJ) has \$300,000 of MAGI, and no investment income, then the 3.8% tax won't apply. Although the taxpayers' income exceeds the threshold, they have no investment income to tax.

If that same couple has \$300,000 of MAGI which includes \$100,000 of dividends, then the 3.8% tax would apply on either the amount that MAGI exceeds the threshold (\$300,000-\$250,000 = \$50,000) OR \$100,000 investment income, whichever is smaller. In this scenario, the taxpayer would pay the additional 3.8% on \$50,000, or \$1,900.

Potential planning strategies:

Accelerating installment sale cash receipts into 2012

Selling stocks with large unrecognized gains in 2012

Convert some of your portfolio to include tax free municipal bonds

Reclassifying your real estate activities as a "real estate professional" rather than "active participation"

Although these strategies will not alleviate the income tax burden associated with the transaction, the impact of the 3.8% tax could be mitigated or avoided. Please note that accelerating any investment income into the current year means having to pay the income tax in 2012 instead of in the future. You do need to evaluate whether avoiding the 3.8% tax is worth being burdened with the income tax in the current year.

The 3.8% tax on investment income is complicated and each particular situation should be evaluated individually to determine the impact, if any, the 3.8% tax will have on a taxpayer. Contact your tax professional for specific guidance.

By Devin Conroy, CPA Anderson & Whitney, P.C

Year-End Investment Planning and the Fiscal Cliffhanger

nvestment planning at the end of 2012 revisits issues that have complicated the planning process for the last two years — tax cut extensions and spending cuts designed to reduce the U.S. budget deficit. Uncertainty about both and whether they will lead to what's been called a "fiscal cliff" in 2013 is likely to affect year-end investment planning yet again.

Despite the uncertainties — or perhaps because of them — it might be worth starting early to look at various "what-if" scenarios in case you need to make last-minute changes to your portfolio. Even though you may not be sure of exactly what will happen in 2013, here are some factors to keep in mind as you plot your year-end strategy.

REVIEW TIMING OF YOUR INVESTMENT SALES

As of January 1, tax brackets are scheduled to return to their pre-2001 levels. That means the current six tax brackets (10%, 15%, 25%, 28%, 33%, and 35%) are scheduled to become five (15%, 28%, 31%, 36%, and 39.6%). Also, absent further changes, the maximum tax rate on long-term capital gains, currently at 15%,

will increase to 20% (10% for those in the 15% tax bracket); those in the 10% or 15% marginal income tax bracket, who now pay a 0% rate on capital gains, will lose that special rate. Finally, qualified dividends, now taxed at a maximum of 15%, will once again be taxed at ordinary income tax rates.

Another factor for high-income individuals in 2013 is a new 3.8% Medicare contribution tax on some or all of the net investment income of individuals with a modified adjusted gross income over \$200,000 (\$250,000 for married couples filing jointly, and \$125,000 for couples filing separately).

Ordinarily, higher rates in 2013 might suggest taking profits in an investment before those higher rates go into effect. However, the November election could affect the scheduled expiration date of those tax cuts, or even whether they expire at all. As a result, it's especially important this year not to let tax considerations be the sole factor in any investment decision. If you're uncertain about a sale, remember that another way to minimize capital gains taxes is to harvest investment losses that may offset gains.

CONSIDER THE POTENTIAL ECONOMIC IMPACT OF 2013

The nonpartisan Congressional Budget Office has warned that the tax increases and the roughly \$109 billion in spending cuts could hamper an already sluggish economic recovery. Also, a 2% reduction in the Social Security portion of the payroll tax is scheduled to expire in January, leaving consumers with less to spend. Though there has already been talk about revisiting the spending cuts and tax cut expirations, you might want to consider how your portfolio might be affected.

Some companies are highly sensitive to economic cycles; others offer products and services that people need regardless of how the economy is doing and generally suffer less from a downturn (though any industry or company can have its own challenges). Also, the spending cuts could disproportionately affect some specific industries, such as defense, and companies that rely heavily on government contracts.

INTEREST RATES AND EUROPEAN INSTABILITY

Partly because of the Federal Reserve's monetary policy and partly because of the European debt situation, interest rates have been at historic lows in recent months. This has meant higher prices for U.S. Treasury bonds, because bond yields move in the opposite direction from bond prices. However, investors who have relied on Treasuries for income and now want to roll over the proceeds of maturing bonds might be disappointed with available rates, which the Federal Reserve expects to remain low well into 2014. If that's the case for you, you may need to explore supplemental sources of investment income, or reexamine your Treasury holdings to see whether they now represent too much of your portfolio.

Even if you decide to wait and see what happens at year-end, planning for multiple scenarios now could help improve any last-minute decisions.

For more ways to become financially savvy check out www.360financialliteracy.org. Sponsored by the American Institute of Certified Public Accountants (AICPA), this web site gives you information regarding every financial stage of your life from childhood through retirement. It provides useful financial tools and calculators as well as quick reading articles to help you become financially savvy.



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www.pisackabaker.com 970-488-1888 • 970-776-4344 that, for tax years beginning in 2012, one major tax break for assets used in business has been drastically reduced. Specifically, "expensing" under Code Sec. 179 (a 100% first-year write-off) is reduced from 2011 levels.

Reduction in Code Sec. 179 expensing. For tax years (whether calendar or fiscal) beginning in 2012, the election is available for up to \$139,000 of section 179 property per year (the dollar limit). The dollar limit is reduced, dollar for dollar, to the extent that the taxpayer's total section 179 property placed in service during the year is more than \$560,000 (the phaseout rule).

For tax years (whether calendar or fiscal) beginning in 2013 and later, the dollar limit is sched-

uled to further fall to \$25,000 and the beginning-of phaseout level to \$200,000.

If you are currently planning to invest in section 179 property at levels that don't maximize the pre-2013 tax year benefits discussed above, you might consider accelerating your planned investments. Alternatively, you might decide to leave your plans unchanged. Your reason might be either non-tax business considerations or that you anticipate that deductions from the investments will offset income that in the post-2012 tax years would otherwise be taxed at rates higher than the income that would be offset in earlier tax years. We can assist you in making that planning decision.



ADVICE, CPA-1

that increase your earning potential. Taking on more debt to support a luxury lifestyle is an unsustainable practice: one that can quickly derail your financial future.

Life is a balancing act. Being too frugal is just as bad as living a lifestyle your income cannot afford. A fulfilling life is not 30 years of hard work, no fun, and a million-dollar funeral. Life is about the journey: expanding your knowledge through education, new experiences, new challenges, and nurturing important relationships. Use your money to enhance the journey, not the destination.

RAINY DAYS

Life is full of setbacks. The true measure of a person is how quickly he/she bounces back. Having an emergency reserve smoothes out the occasional financial obstacle. Without an emergency fund you may be forced into borrowing money you don't have alongside the emotional stress of dealing with a crisis. Being prepared for an emergency is the best way to ride life's bumpy roads. I suggest having at least two months' expenses in an easy-to-access location in case the need arises.

For bigger emergencies, insurance is a very effective tool. Long-term disability is important for a young adult, followed closely by life insurance. Long-term disability protects your most valuable asset: the ability to earn an income. If anyone is dependent on you to provide that income,

life insurance is also appropriate. (I recommend term for young people.)

Owning a home and driving a car require their own forms of insurance. An umbrella policy provides coverage over-and-above what's provided by home and auto insurance.

Lastly consider long-term care insurance. It may be appropriate for a young person who requires assistance performing activities of daily living as the result of an accident or illness.

THE FUTURE

Life is generally pretty predictable. There's birth followed by 18 years in a family environment; then comes college. After college, work starts. Somewhere along the way is marriage and another family. Sprinkle in a few rainy days and some gray hair. At about 65 you start thinking work is for the birds. You stop working and begin living off your savings, pensions, social security, etc. The next 15-20 years are spent having fun, followed by a period of time where health issues are a high priority.

The point is you'll always need money but you won't always want to work for it. The easiest, safest, and most strategic method for that success is to start saving today. Shoot for at least 10% of your income, more if possible, less if impossible. If you receive a raise or bonus set most of it aside. Take advantage of any employer matches in your company retirement plan. Make goals and track your progress along the way.

Setting aside enough money to live

on is not an overnight task. It requires sacrifice, deferred gratification, and the intangible aspect of addressing a future event in the present. The only way to achieve this challenging goal is by paying yourself first. Automatically have money taken from your paycheck or checking account and deposited into a saving account.

When you're young, invest for growth. Time is on your side when it comes to volatile investments. If they don't work out, there's plenty of time to recuperate. Save the boring investments for later in life when volatility (and a flimsy income) is not an option.

TRAPS

Human nature is a powerful force. The challenge is to avoid being your own worst enemy. There is a tendency to want something for nothing; to believe everyone else is right; to not be left behind; to abandon common sense. If someone tells you they can double your money in one year it's probably too good to be true. The world (and especially the internet) is filled with the "get rich quick" crowds hoping to use your ignorance to their advantage. Remember, getting rich doesn't happen overnight.

Just because someone else jumps off the bridge does not mean you have to. Your neighbor buys a BMW, so now the only acceptable car to have is a BMW. Your neighbor is in debt up to his eyeballs, do you want to be as well?

If you can avoid financial traps you have a greater chance of being happier and more fulfilled than someone who is constantly trying to game the system or spend beyond their means.

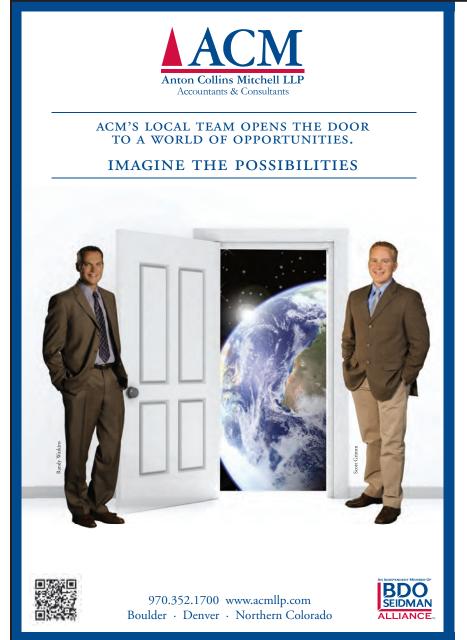
CONCLUSION

Not all advice is wasted on the young. If you know these skills and have these habits, take the time to share them with your kids. Encourage them to save and spend wisely. If you become overwhelmed with financial noise, fall back on the simple principles of daily spending, saving for rainy days and the future, and avoiding traps along the way. Ingrain these habits into your kids when they're young and watch them grow into happy and financially healthy adults.

For more articles please visit our website at http://prosperion.us.

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The Year of Opportunity – Why 2012 is the Right Time for Estate Planning

he year 2012 marks what many believe will be the last year for unprecedented opportunities for estate and gift tax planning. In 2012, a "lifetime exemption" on gift and estate asset transfers allows a person to transfer up to \$5,120,000 out of their estates tax-free. Other than the repeal of estate tax for the 2010 year, this exemption represents the highest in tax history and shelters individuals and families lucky enough to be in the top 5% of net-worth holders for passing wealth to the next generations.

Many believe that congress will enact legislation setting the lifetime exemption at \$3.5 million; however the exemption is presently legislated to go all the way back down to \$1 million on January 1, 2013. Furthermore, maximum estate and gift tax rates will increase to 55% from the current 35%.

Planning for our own death can be a hard topic to discuss – even with our most trusted advisors. But if we fail to incorporate our own desires into an estate plan, the State will distribute our assets, without regard to tax efficiency. Tax considerations must be a part of succession planning for any taxable estate. And this is often a much easier aspect of the plan than addressing questions of who gets what, when, and how much of the estate.

Time is of the essence. If you are an individual fortunate to have accumulated



sufficient wealth to require formal planning for estate and gift taxes, now is the time to start, or continue, in-depth conversations with your advisors about the objectives of your estate plan and to take advantage of the monetary benefits that come from acting before the sun sets on existing favorable provisions. Coordination with legal, CPA, and other financial advisors is the smart approach to ensure the results are predictable, tax-efficient, and consistent with your desires.

Professionals in the practice of estate law, appraisal, valuation, and public accounting are all important to the process and you should expect that professionals in these areas will not be short of work between now and the end of the year. 2012 may very well represent the best opportunity for estate and gift planning that we will see for decades (and generations) to come – don't miss the boat...

By Scott Grimm, Tax Director

Would You Like a Warranty With That?

rave you noticed that almost everything purchased today comes with the offer to buy an extended warranty or product insurance (i.e. add-ons)? Purchases of cars, appliances, homes, cell phones, electronics, even pets carry the option of spending additional funds for protection. Several months ago, I was amazed when the clerk at a large retail business asked if I wanted an extended warranty for the \$40 alarm clock I was purchasing.

This got me thinking about why retailers are pushing the sale of product add-ons. Simply put, businesses are in the business to make money. These add-ons, in the form of warranties or insurance, are another way to increase revenue. I considered the benefit for a business to up-selling a product add-on:

- Easy way to get an additional 5% to 15% of the item asking price from the consumer.
- Low claim ratio, as there is a good chance the consumer will forget they ever purchased a warranty, or lose the appropriate documentation to make a claim.
- Salesperson incentive, additional method to compensate employees.
- Deductibles and/or policy exclusions keep the actual cost to the retailer fairly low.



Stephen J. McQueen

• The business can maintain competitive pricing on the product, while collecting warranty/insurance money on the back end to make up the dif-

I have a friend who is a former finance manager of a local auto dealership. He told me he did not draw a monthly salary, but rather was compensated for the add-ons (i.e. extended warranties) he was able to sell when a consumer was purchasing an automobile. It was clear many consumers were convinced

to purchase a warranty that can be fairly expensive to them but cost the dealership very little.

I know many people who are big believers in extended warranties and insurance. They tell me spectacular stories about their savings while leaving out how much was paid up front, monthly, or how much was spent on deductibles. They do not perform an analysis to determine the total actual cost of the warranty or insurance. Retailers are counting on this.

WHEN TO CONSIDER A WARRANTY OR INSURANCE

While there are many reasons to be skeptical about product add-ons, I can think of several instances where an extended warranty or insurance may be money well spent. For example, cell phone insurance: because there is a good chance a teen-ager is going to damage or lose their most prized possession. Pet insurance: veterinarian bills for Jack the dog can add up fast. Auto warranty: it may be difficult to afford expensive car repairs while making monthly car payments. Given the pros and cons of product add-ons, consumers need to evaluate for themselves whether it fits into their financial situation. Just because retailers see a financial benefit to offering product add-ons does not mean it always makes financial sense for the consumer to buy one. Some questions to consider when offered to buy a warranty or product insurance.

- 1. Do deductibles/exclusions limit the policy benefit?
- 2. What if I lose the warranty paperwork when a claim needs to be made?
- 3. Will a product replacement suffice, or would I rather have the latest and greatest version?

>>> See Warranty, CPA-6

A SMART CPA LOVES HIS CRAFT.

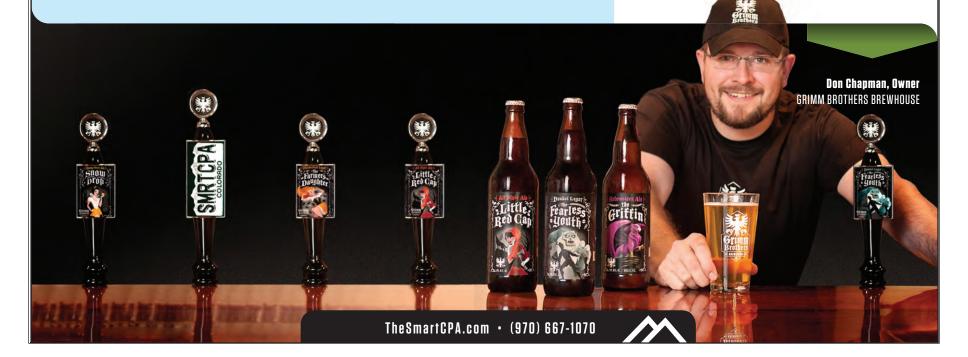
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TAX UPDATE, CPA-1

income, business, and estate and gift tax planning issues for our clients when the tax law future looks like something written by an Enigma cipher machine?

At this point, our movie begins to unfold...

Our responsible, trustworthy, and resourceful CPA has been mulling over the pending sunset of current tax provisions. Trying to quantify the magnitude of the issue, the CPA pulls out a pad of green ledger paper and begins to jot down a list of tax laws that will sunset in 2012.

FEDERAL ESTATE, GIFT, AND GST TAXES

- The maximum federal estate tax rate will increase to 55%.
- The \$5.12 million estate and gift tax exclusion reverts to \$1 million.
 - Estate portability disappears.

INDIVIDUALS

Income tax rates are set to increase in each of the marginal tax brackets.

The basic standard deduction for a married couple filing jointly will no longer be twice the basic standard deduction for an unmarried single filer (aka the marriage penalty).

The phase-out of itemized deductions and personal exemptions returns.

The Child Tax Credit decreases from \$1,000 to \$500, and phases out more quickly.

Favorable tax rates for dividends

and capital gains are set to increase.

The alternative minimum tax patch, which expired in 2011, is uncertain for 2012 and beyond.

The Coverdell education savings account maximum contribution reverts to \$500, and more restrictive distribution rules apply.

Employer paid tuition assistance falls under the more strict working condition fringe benefit.

Student loan interest deduction is reduced.

Higher education tuition deduction not available in 2012.

American Opportunity Tax Credit ends in 2012, replaced by the returning Hope credit.

Earned Income Credit rules will be based on modified adjusted gross income and reflect a larger marriage penalty.

The Child and Dependent Care Credit maximum is lowered.

Adoption credit and benefits are reduced.

BUSINESS

- Small business stock gain rules become more restrictive.
- Employer provided child care credit disappears.
- Bonus depreciation no longer available.
- Section 179 expensing limits decrease.

Suddenly, our CPA feels like Bill Murray in "Groundhog Day." It's another year of tax law uncertainty – can this really happen two years in a row? Can the CPA competently consult with clients and provide guidance without concrete rules? The CPA's heart begins to race and her palms begin to sweat, when suddenly the CPA is jolted out of momentary panic by a ringing phone. One of the most demanding, tax averse clients is calling and asks for year-end tax planning advice.

What's the best thing to do? For starters, run multiple "what-if" scenarios to maximize strategies and take advantage of tax laws in effect until the end of 2012. Accelerating both ordinary and capital gain income, if possible, to take advantage of certain low tax rates may be an option. Likewise, accelerating planned equipment purchases into 2012 in order to take advantage of more generous bonus depreciation and Section 179 expensing limits may be a useful strategy. We can encourage clients to take the plunge and complete their estate plans, taking advantage of the substantial gift tax exclusion available until the end of 2012.

In addition to the expiration of the Bush-era tax cuts, there are other tax provisions that are likewise scheduled to expire (or expired after 2011). Included in this category are energy tax incentives, the 2% payroll tax cut, the personal residence mortgage indebtedness exclusion, and the state and local sales tax deduction, to name a few.

As if expiring tax laws aren't

enough to worry about, we can't ignore some of the new tax provisions that will be making their appearance for the first time in 2013. These include:

- The medical device manufacturing tax.
- An increase from 7.5% to 10% in the threshold for deducting medical expenses.
- A \$2,500 cap on flexible spending accounts.
- 3.8% surtax on investment income.
- An additional 0.9% Medicare tax on higher income taxpayers.

Again, a prudent approach that takes into account currently favorable tax rates, level of risk (how lucky do you really feel?) regarding future rates, and a holistic assessment of a client's individual and business needs, along with both short-term and long-term goals, is the best approach to cobble together a tax planning strategy for the remainder of 2012. We don't have a crystal ball to predict the future, but we are armed with the knowledge of what is certain now. Decisions will have to be made using professional judgment utilizing today's facts and circumstances.

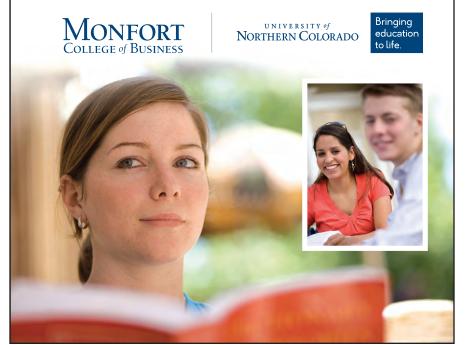
Georgia Phillips, CPA, is a member of the Colorado Society of CPAs Editorial Board and is a tax manager with Bauerle and Company, PC, Greenwood Village. Contact her at gphillps@bcdenver.com

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PERFORMANCE, CPA-2

- 6. Data collection: This step is often overlooked. You need to collect timely and relatively accurate information as a basis for setting your targets. Data is never perfect, but it does have to be consistent and reliable enough to be fit for purpose.
- 7. Data analysis: This is fundamental. You have to draw on your knowledge of the past and of the future to project what is going to happen. You also have to analyze the capability of your processes. Are the processes capable of delivering the forecast? Most companies forecast, but fewer reassess their capabilities.
- **8. Set targets:** Based on the previous steps, this is the point you set the target. Judgment is required and you need to assess the risk of getting the target wrong. This is also where most organizations stop, but this is not the end of the process.
- **9. Action plan design:** An action plan is required covering all the projects and changes to the organization

that are needed to ensure the target is reached. This may include training, new processes, new IT systems, or ways of working with your customers.

10. Action plan discussion and agreement: The plan must be communicated to staff. The communication has to be two way and done regularly. Regular staff meetings where the objectives are restated, goals outlined, and progress discussed is a good format. Sending out the annual targets by email is not!

Go to www.cgma.org for more resources and information. The American Institute of CPAs and Chartered Institute of Management Accountants have joined together to form a joint venture which powers a new designation for management accountants, the Chartered Global Management Accountant (CGMA). The CGMA is designed to elevate management accounting and further emphasize its importance for businesses worldwide.

WARRANTY, CPA-5

THE MOST IMPORTANT QUESTION TO ASK: If my product was lost or damaged would it be catastrophic to my financial situation?

If the answer is YES: Strongly consider buying the product warranty or insurance.

If the answer is NO: Just pass, like I did on the \$40 alarm clock.

Stephen J. McQueen, CPA, is a member of the Colorado Society of CPAs Financial Literacy Committee. He is the controller at HomeAmerican Mortgage Corporation, Denver. Stephen can be reached at stmcqueen@msn.com

The "V" Word

small word with a big business impact: Value.
Merriam-Webster defines value as "a fair return in goods, services, or money for something exchanged." Oxford states it is "the monetary worth of something."

In the business world, it is not the dictionary, but the customer, who defines value.

No matter how wonderful the product or service produced, if the buyer doesn't *perceive* value, there is none. The word perceive is noteworthy, because a customer's sense of value is subjective and individual; value will be different for each customer, and the "specs" are not always black and white.

Customers will judge value based on:

- What they asked for
- What they got
- What they paid
- Sound simple?

When you are providing services, it is essential that you understand the clients' expectations in order to provide value. You have to ask. Then you have to listen. Don't make the mistake of thinking you know what is best for your client and just start moving forward—you may be providing them with something they don't want (or value), even though it might be what they should want. Ask. Listen.

Some customers may not be able to easily express what they want. An understanding of what is expected requires good communication between you and the customer. The questions you ask, and the initial information you provide, may help the customer better define what he or she wants to purchase. You can help your customer understand options and clarify expectations. The result will be that your customer has communicated what is desired, and you have agreed to provide it. No surprises.

In today's marketplace, a valuable service is no longer based on the amount of time it takes to produce. The number of hours involved and/ or the cost of materials used is not what matters to the customer. We are working in a more competitive



Debbi C. Warden

world where little stays the same. It is important to understand how you can differentiate yourself from the masses that compete with you in order to provide value. The final service or product is a recipe of many ingredients, including the provider's education, work experience, expertise, and even his or her personality. Any one of these components can be the differentiating factor that leads to your client's view of value.

I asked a number of business people (both business buyers as well as business sellers) how they define value. Here are their responses:

"A valuable service fixes a problem at a reasonable cost."

Estate and Probate Attorney

"Value is truly in the eye of the user; it is the worthiness of a service and honesty about the worth."

Executive Director of a Religious Organization

"A purchaser's assessment of value is based on price versus alternate products in the marketplace."

Director of Operations, Energy Industry

"When I actually received what I thought I was going to get—when someone hadn't oversold to me and my expectations were met—I get value; when my expectations are exceeded, I am ecstatic and I will tell everyone about it!"

Financial Institutions and Business Attorney

"Value is peace of mind."

Executive Director of a Not for Profit Association

"Value is the one term as a business owner that you can never truly define, until you do."

Shareholder of High-End Travel Agency

"Value is being very satisfied with a product or service relative to the price paid; this is not to say the price is the lowest."

Independent Auto Broker

"Value means delivering a product or service that at least meets my predetermined (but often undefined) expectations around quality."

President of a Telecommunications Corporation

"Value is when both the buyer and the seller are satisfied, but neither is entirely happy."

Real Estate Attorney

"Value is trust in a vendor; trust that a product will be of good quality, trust that the vendor will rectify any problems, trust that the vendor will perform their best for you, trust that the vendor will communicate with you in a timely manner, and trust that the vendor understands your concerns."

President of Printing Company

"Value is when the customer has a bigger smile when they walk out my door than when they walked in."

Owner of Franchise for Truck Bedliners

These seasoned business people have different descriptions of value, but each one's definition delivers an important piece of the intangible. These concepts should be considered Nov. 30 - Dec. 13, 2012 **CPA-7** every time we begin a new project (or a new sale) to ensure that value is delivered. All of these businesspeople are clearly saying that value is determined by the marketplace, and by the individual customer. Furthermore, value has to be delivered every time—over and over with every customer or client.

From a CPA's perspective, I will tell you that value is an intangible asset. However, it has no predictable life, and you cannot amortize it over time. It does show on your balance sheet—though indirectly. The ability to deliver value repeatedly over time is reflected in your retained earnings or capital accounts, as the cumulative effect of each year's profit and loss statement. The more value you deliver, the more repeat business and referral business you will experience. As you do this, observe the impact on your financial statements.

How do you define the V-word? Are you delivering it? Just look at the size of the smile on your customer's face as he or she walks through your door.

Debbi C. Warden, CPA, CGMA, MBA, is a Director on the Board of Directors of the Colorado Society of CPAs and a member of the Colorado Society of CPAs Financial Literacy Committee. Debbi is owner of The Business Manager, LLC in Greenwood Village, CO. Reach Debbi at (303) 681-2200 or dwarden@TheBusinessManager.com









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As a senior partner in Summit Economics, Mr. Binnings is the firm's primary presenting economist on national and regional economies. His presentations are known for executive-level insights. He also writes for journals, blogs, and serves on several panels of economists making national and regional forecasts. He is an Affiliate Faculty Member of Regis University.

Mr. Binnings hold a degree in Economics from Colorado College with an emphasis in urban and regional economics and received his MBA from the Amos Tuck School at Dartmouth College with a focus on strategy and finance.

Industry experts will join Mr. Binnings for a round table discussion of 2013 forecasts for finance, health care, real estate and development.

Banking and Finance

Joe Bonner, CEO, Community Banks of Colorado



Health Care
Donna Lynne, DrPH
Group president, Kaiser Foundation Hospitals and Kaiser Foundation Health Plan, Inc.
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