



Man on a mission

Ajay Menon's new role is to get state innovation on track

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Northern Colorado BUSINESS REPORT

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MCR's new goal: lead in research

By Steve Porter
sporter@ncbr.com

LOVELAND – The Medical Center of the Rockies, viewed as a world-class regional hospital, is now hoping to become a world-class research center.

The Poudre Valley Health

System-owned hospital, which opened in 2007, has been quietly but steadily building its research program, focusing primarily on drugs and devices that promise to improve cardiac patients' lives and treat trauma cases.

But its research efforts now are expanding into many other areas,

including novel, investigative studies in neurology, obesity, altitude sickness and other areas.

For example, earlier this month, Fort Collins-based Inviragen Inc. announced results of Phase 1 clinical trials that showed promise in developing a faster, two-dose vaccine for

dengue, a devastating disease carried by mosquitoes in tropical regions.

The vaccine, DENVax, was tested on healthy study volunteers in MCR's patient research unit. Gilad Gordon, Inviragen's chief medical officer, said having access

See MCR, 14

Tuning up its finances



Its 100th anniversary is behind it, so now what for the Greeley Philharmonic?

See story,
Page 8

IN ACTION – Glen Cortese, Greeley Philharmonic Orchestra conductor and music director, has led the orchestra over the last four seasons.

Courtesy Greeley Philharmonic Orchestra

Oilfield workers help fill Weld hotel rooms

The downside to a positive trend: guests who are harder than most

By Steve Porter
sporter@ncbr.com

GREELEY – With hundreds of oilfield workers flowing into Weld

County to work the ever-expanding number of oil-and-gas rigs, finding a place to relax and sleep at the end of a workday is starting to be a more difficult proposition.

Workers are filling up the area's motels and hotels and are also having an impact on rental housing and mobile-home parks.

"It has sent our lodging numbers really soaring, which is the good news," said Sarah MacQuiddy, Greeley Chamber of Commerce president.

Greeley's lodging numbers in 2011 have been among the highest in Colorado, according to the Rocky Mountain Lodging Report, which is compiled by the Colorado Hotel and Lodging Association.

Greeley's hotel occupancy rate

See WORKERS, 10



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Menon's mission: Get Colorado innovation on track

By Molly Armbrister
marmbrister@ncbr.com

Earlier this month, Gov. Hickenlooper announced a new initiative called the Colorado Innovation Network, under the umbrella of the state's Office of Economic Development and International Trade. The purpose of the network is to stimulate economic growth, help create jobs and attract new businesses by supporting innovative business activities and establishing Colorado as a good state for doing business. Ajay Menon, dean of the Colorado State University College of Business, will act as the state's first Chief Innovation Officer in a volunteer capacity 20 hours per week. Following is a Q&A with Menon a week after the initiative was announced:

Q: What is this initiative going to do specifically?

A: The core purpose of this initiative is to provide the ecosystem needed for inventors to be able to take their discoveries and create businesses, in turn creating jobs. Inventors are good at the science and engineering part of it. Often, they're not trained with the knowledge needed to start businesses. So, at the Colorado Innovation Network, if we could take the inventors and have them paired with mentors who are entrepreneurs, then potentially they'll find that the necessary business acumen is passed along.

Q: Where are you going to find these mentors?

A: There was a time in Colorado when we couldn't find a network of these individuals. But when you look at Colorado over the last 15 to 20 years, you have individuals who have been calling out for new startups in the state of Colorado. These are individuals who have been successful in other parts of the country and have moved to Colorado and are saying, "We can create a place here in Colorado that fosters innovation." There are these associations, and circles of innovators. The (Colorado) Bioscience Association, the (Colorado) Clean Energy Cluster, there's a whole series of small associations around the state, all eager to assist those who are following in their footsteps.

Q: Gov. Hickenlooper called this initiative a roadmap. Tell us what he means.

A: Creating an innovation economy was part of the governor's blueprint for economic development. Mentoring is just one piece of this whole thing. So what are some of the other projects we're working on? Inventions often lie in the research labs at the universities, or at the federal research labs, like NREL (National Research Energy Laboratory), and when you look at all the science and technology inventions and discoveries taking place there, getting all that technology and invention out to the market has not been easy. Why is it that difficult? One of our projects would be to look at the process of moving these technolo-

See MENON, 23



Courtesy Colorado State University

BUILDING AN ECOSYSTEM – Ajay Menon, dean of the Colorado State University College of Business, was appointed Colorado's first chief innovation officer by Gov. John Hickenlooper.

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THE EYE

The river once went around it

Anyone looking at a map printed for the Fort Collins Area Chamber of Commerce or The Group Inc. Real Estate might have seen that the **Poudre River** does not exactly go with the flow.

According to the maps – there is a different printer for each map – intrepid explorers, real estate speculators and anyone with an eye for adventure would expect the river to veer to the left after passing under Linden Street and meander by New Belgium Brewery before it curves back to the right and proceeds under Lincoln Avenue – a path and area referred to as the oxbow.

In actuality, the river glides efficiently straight between Linden and Lincoln. These days, it seems not even rivers take the time to get their kicks along a scenic route.

Historical maps after 1873 consistently show the Poudre flowing through both the oxbow as well as the direct path it currently takes. At the same time. Both flows appear on the maps through 1960. The 1966 map, however, no longer shows the Poudre flowing through the oxbow.

A call to the city of Fort Collins confirmed that the oxbow was cut off sometime in the 1960s due to a “man-made decision.” In 2005, a levee was built along the Poudre’s northern side between Linden and Lincoln that removed 90 residential and commercial properties from the 100-year floodplain.

Needless to say, the maps the printers are supplying to the chamber and The Group are outdated, but the 1873 map at least includes the river’s current path, which the printers’ maps do not.

Just what that “man-made decision” was could not be determined by press time. If you know, give us a holler at news@ncbr.com.

Home buying getting more affordable

By Molly Armbrister
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Low apartment vacancy rates, rising rents and low mortgage interest rates are putting the cost of buying a home in Northern Colorado closer to renting.

Housing affordability in Fort Collins has, in fact, rarely been better, says Prudential Real Estate agent Dave Pettigrew.

According to Pettigrew’s calculations, in 2000, the average sales price for a home in Fort Collins was \$196,700. Average interest rates at the time were 7.75 percent, and the median income for a family in Larimer County was \$58,900.

Today, home prices in Fort Collins have,

of course, gone up, with the average home price at \$249,400. But interest rates on a 30-year mortgage have dropped to 4 percent and average income in Larimer County has jumped to \$74,900.

The math works out like this: in 2000, the average mortgage payment represented 23 percent of income, but today, the monthly payment is just 16.2 percent of income.

Put another way, the monthly payment on the average home was \$1,100 assuming a 20 percent down payment during the third quarter. By contrast, the average asking rent stood at \$954. That’s \$146 less than the mortgage payment but a larger down payment would narrow that gap even further.

The trend is showing up in other parts of the country as well.

The *Wall Street Journal* recently reported that low mortgage rates mean a homeowner today enjoys a 77-percent increase in borrowing power compared to 20 years ago. In 1991, a \$1,700 mortgage payment allowed a borrower to take out a \$200,000 mortgage. But today, that payment gets that homeowner a \$350,000 loan.

According to data compiled for the paper by the real estate brokerage Marcus & Millichap, monthly mortgage payments on the median priced home — including taxes and insurance — are already lower than the average rent levels in 12 of 27 metro areas tracked.

Apartment rents are going up because cities in Northern Colorado are seeing

See **AFFORDABLE**, 17

SMALL BUSINESS ENTERPRISE

Flying high: Colo. Virtual Tours

By Molly Armbrister
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WINDSOR – Tim Ray came up with the idea for his business while serving as an Air Force cargo pilot in Afghanistan in 2005.

A remote-control helicopter hobbyist, he was surfing the Web during off-hours, checking on what other hobbyists were up to, and ran across an aerial-photography site.

Why not, he thought, combine his piloting experience with his wife Lindsey’s understanding of photography – she was a chemical engineer at Kodak’s Windsor operations — to build a business?

Returning from combat duty, Ray flew for a commuter airliner out of Denver for a couple of years while working to build what today is known as Colorado Virtual Tours.

The Great Recession offered plenty of turbulence but business eventually took off. The now 6-year-old company offers aerial (and terrestrial) photography services to the residential and commercial real estate industry, and both Tim and Lindsey have quit their other jobs.

The company takes tens of thousands of photos each year, and this year expects to finish having done nearly twice as much business as last year, thanks to the

See **ENTERPRISE**, 13



Courtesy Colorado Virtual Tours

Up, up and away – Colorado Virtual Tours often uses a remote-control helicopter to provide aerial images used to help market commercial real estate properties.

Lessons learned

Challenge	Our biggest challenge of the past year was to bring on an employee in a full-time status for our busiest seasons, but to still be able to keep them paid, available and taken care of in the off-season.
Solution	In order to help provide income for him on a consistent basis through the winter months, we partnered with another local business that does most of their work during that time. They hired him and we work together to benefit from his talent and keep him with a consistent paycheck.

Marriott’s \$4M in upgrades under way

By Molly Armbrister
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Work has begun on refurbishing parts of the midtown Fort Collins Marriott.

While cosmetics get some much-deserved attention, operations also are getting an overhaul.

A new general manager and sales director are now on duty, hoping to boost business at a property that got its newest owner in early September in a \$23 million deal.

Along with the Fort Collins Marriott,

San Diego-based Southwest Value Partners also purchased the Courtyard by Marriott and the Residence Inn, both on Oakridge Drive off Harmony Road.

All three properties were formerly owned by Integrated Capital of Los Angeles, but the Fort Collins Marriott went in to foreclosure in 2009. Ownership was transferred into a bundled fund in September 2010, after the company lost the Oakridge Drive properties.

Integrated Capital bought the Fort Collins Marriott properties for \$41.68 mil-

lion in 2006, then failed to pay on its \$32.5 million note for months prior to an August 2009 foreclosure filing.

The properties are now being managed by Dimension Development of Natchitoches, La. Reggie took over for former general manager, Richard Romane, when the sale was completed in September.

Also with the sale, Donna Clark took over as director of sales for the three hotels.

The 164,045-square-foot Fort Collins Marriott is poised to take full advantage of

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Courtesy Vestas

BIG BLADES – This turbine blade produced at the Windsor turbine blade factory is about to be shipped to its destination. Even bigger blades – 55 meters – will be produced at the new Brighton blade plant that’s scheduled to open by the end of this month.

Vestas Colo. shipping to Latin America markets

Its new Brighton plant will make the company’s biggest turbine blade in 2012

By Steve Porter
sporter@ncbr.com

BRIGHTON – Vestas’ wind-turbine production facilities in Colorado are moving beyond supplying North American projects and are now shipping parts to a growing Latin American market.

While North American orders have been brisk in 2011, Colorado’s production facilities have also seen some orders coming in from Latin America.

Vestas spokesman Andrew Longeteig said the Danish-based company is increasing its presence in Latin America — most recently with a 40-megawatt order announced in September for a project in Nicaragua.

“Our Colorado facilities are highly involved in making components for

these orders,” Longeteig said. “It makes sense from a cost perspective to make them in the U.S. and ship them to South America, Mexico or Puerto Rico.”

That’s also because Vestas at the moment has had no production facilities in Latin America and had been shipping components from Europe for its wind projects there.

But that’s changing. Vestas earlier this year announced it would build a new facility to assemble nacelles — the brain centers of the wind turbines that sit atop the towers – in Brazil.

Longeteig said the Brazil assembly plant is the first for Vestas in Latin America. “It’s a region that has great wind resources and power demand grew 11.5 percent in 2010,” he said of the Brazilian market.

See VESTAS, 13

C O R R E C T I O N S

RBC Wealth Management was inadvertently left off the Dec. 2 list of the largest wealth management firms with locations in Northern Colorado. RBC Wealth Management would have ranked third, with global assets of \$259 billion.

RLR LLP was inadvertently left off the Dec. 2 largest CPA firms list. RLR has eight local CPAs, ranking them sixth on the list.

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 e-mail him at agreenberg@ncbr.com.

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MCR: A big draw for area medical practices

Centerra project now home to 1,700 in health care field

By Steve Porter
sporter@ncbr.com

LOVELAND – The Medical Center of the Rockies has proven to be a magnet for attracting doctors' offices, clinics and other medical service providers to its campus in Centerra.

The \$220 million, 136-bed hospital — a Level II trauma care center and a regional cardiac center — has drawn so many medical practices that the twin, three-story 80,000-square-foot office buildings that are connected to it are nearly full.

MCR, opened in early 2007, is one of two hospitals owned by Fort Collins-based Poudre Valley Health System, which also operates Poudre Valley Hospital in Fort Collins.

Ron Kuehl, vice president for real estate for McWhinney — which developed the Centerra project along I-25 in east Loveland — said the two connected medical office buildings have done well.

Kuehl said the first building, built in 2007 along with MCR, is about 97 percent full. Its sister structure, built in 2009, is more than 70 percent full.

"Since we started the medical office buildings, no one who's moved in has

Healthy prospects

Centerra has gobs of health care-related activity. The numbers:

- More than 1,700 employees in various medical fields work in Centerra locations.
- That number is 177 — or 12 percent higher — than one year ago.
- 192,000 square feet of space is leased to clinical practices and medical offices.
- Over the last four years, more than 25 medical practices have leased space from McWhinney.

SOURCE: RON KUEHL, MCWHINNEY

ever moved out," he said.

In addition to easy access to MCR, Kuehl said those who occupy the medical office buildings can also share in their success as a real estate asset.

"What's unique about the medical office buildings is we offer physicians an ownership interest in the building when they move in," he said. "I believe they're the only structures in Northern Colorado that offer an ownership interest."

Kuehl said the arrangement allows the physician owners to make a profit on MOB occupancy "and get part of the cash flow."

"We can provide them a real estate investment opportunity," he said. "Most of the investors in the medical office buildings are the doctors who

practice there."

Other buildings near MCR also have been filling up with medical as well as non-medical occupants.

McWhinney said Foxtrail Office Condos is at 91 percent occupancy, with a family clinic, dentist's office and laser clinic among its occupants in the four-building complex. The Factual Data campus is 87-percent occupied and Rangeview is 84-percent full.

"(The) whole area is going to be a hub of growth," said Jim Sprowell, the executive director of Associates in Family Medicine, which has office space in the Foxtrail project and owns six clinics in Fort Collins and Windsor.

Sprowell said AFM wanted to be part of the housing and shopping growth in and around Centerra.

"Obviously, the physical location being very close to MCR is a benefit because we can access the hospital very easily," he said.

"If you look at the big players in Fort Collins — Associates in Family Medicine, the Women's Clinic and others including Greeley Medical Clinic — all of those groups have moved out there in one way or another," he said.

"All of the big players want to be part of the action out there."

Russ Branzell, Poudre Valley Medical Group CEO, said PVMG and a significant portion of the PVHS physician administrative staff will be moving into Centerra in early 2012.

Branzell said the moves were prompt-

"Since we started the medical office buildings, no one who's moved in has ever moved out."

Ron Kuehl, McWhinney

ed by two factors: consolidation and location.

"We were scattered everywhere," he said. "The medical groups have grown very fast, and we have the opportunity to consolidate."

Branzell also noted Centerra's central location in Northern Colorado, with easy access to I-25 and U.S. Highway 34.

Branzell said two of Poudre Valley Medical Group's newest employees — heart surgeons Mark Douthit and Thomas Matthew — will become part of MCR's heart-surgery program team in February and will have offices in medical office building space adjacent to MCR.

"You want your heart surgeons right there at MCR," he said. "It's always great for those physicians who are hospital-based. It just makes their lives easier."

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Aiming to rein in use of Colorado-Big Thompson

BERTHOUD – The Northern Water Conservancy District is proposing a rule that aims to make sure Colorado-Big Thompson water is not used outside of the district's boundaries.

The rule, proposed by the district's board of directors, is intended to keep cities and towns and others with C-BT water rights from selling the water for use outside the district.

In this case, that means selling it to oil-and-gas companies or water haulers who intend to use it on hydraulic fracturing – or fracking – operations in the region.

Federal and state laws prohibit the use of C-BT water outside the district, but oil-and-gas companies and the water haulers who serve them have been eagerly buying water from any source available to them.

Brian Werner, Northern spokesman, said the rule was proposed because the district has been contacted by some of the 33 communities it serves about whether selling C-BT and Windy Gap Project water is allowed under their contracts.

"My guess is the vast majority of them have been approached by water haulers," he said.

Werner said it's alright to sell water to haulers and oil-and-gas companies as long as the C-BT and Windy Gap owners have enough other sources of water to cover those sales.

Some cities are making lots of money on water sales, including the city of Greeley, which estimates sales of surplus water this year will amount to 1,300 acre-feet and earn the city about \$1.4 million.

An acre-foot equals 325,851 gallons. Greeley is one of the biggest holders of C-BT water units, but Werner said the city has vast water reserves and can easily cover that level of surplus water sales beyond its allotment.

Northern's proposed rules explicitly target the use of C-BT and Windy Gap water: "The use of C-BT Project water and the first use of Windy Gap Project water as well development water cannot and shall not be made for any oil or gas well located outside the boundaries of Northern Water or the Subdistrict."

The proposed rule also calls for the water supplier – city, town or other possessor of C-BT or Windy Gap water – to keep strict accounting records to assure that the water is being beneficially used within district boundaries.

Penalties for violating the rules would include the water supplier being fined \$500 per acre-foot of C-BT and Windy Gap water illegally delivered to a water hauler.

Other possible corrective actions include requiring water suppliers to

provide a replacement water supply to Northern Water or the subdistrict.

"Most of them doing it (selling water) do have other supplies and can show they have at least X amount of other water supplies," Werner said.

Werner said the board heard from a half-dozen representatives of Northern Colorado communities, oil-and-gas companies and water haulers at a meeting on Dec. 9. He said the comments were generally positive.

"I think everybody understands it's an issue the board has to address, and generally they said they respect what we're trying to do," he said after the hour-long hearing. "They understand the corrective actions we're proposing, but they want a little more time to think about it."

Werner said Northern's board will take the matter up again at its Jan. 13 meeting. He said written comments can be submitted through Jan. 3.

The Colorado Oil and Gas Conservation Commission estimates it can take up to 5 million gallons of water to frack just one horizontally-drilled well. And thousands of such wells are being drilled or planned in just Weld County alone.

Water keeps the fracking drills going, and drilling companies are scrambling to find sources for their operations. Water haulers for oil and gas companies are buying water wherever they can get it.

"We're always looking for more water for different companies," said

Gary Wright, president of A&W Water Services in Fort Lupton, one of the region's biggest suppliers with about 200 water-hauling trucks.

Wright said his clients include Anadarko Petroleum, Noble Energy and Encana Corp., three of the biggest well operators in the region.

While the city of Greeley has become one of the region's biggest suppliers of water to the oil and gas industry, Longmont, Loveland, Fort Lupton, Frederick and Firestone are also reportedly selling water.

Jon Monson, Greeley's water and sewer director, said the city has been selling surplus water to the oil-and-gas industry for the last five years, an amount that held relatively steady through 2010 but which jumped by 50 percent this year.

"This extra revenue can lower the bond costs and the amount of bonds we need to issue," he said. "This lowers the cost of the bonds to the ratepayers and will cut down future water bills."

Monson said the water sold for delivery to oil and gas drillers this year was surplus water that would likely have not otherwise been used or stored.

"This is water that would have spilled down the river because we are full in our storage reservoirs," he said.

Steve Porter covers agribusiness and natural resources for the Business Report. He can be reached at 970-232-3147 or at [spotter@ncbr.com](mailto:sporter@ncbr.com).



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Martin Marietta moving in with LaFarge deal

National construction materials producer Martin Marietta has acquired the Front Range assets of LaFarge Aggregates and Concrete in exchange for Martin Marietta's limestone aggregates business along the Mississippi River.

Under the asset-exchange agreement, which was completed Dec. 9, Raleigh, N.C.-based Martin Marietta received LaFarge's ready-mix concrete, aggregate and hot mix asphalt and paving assets from Pueblo to Fort Collins, and those in Laramie, Wyo.

Representatives from LaFarge did not return requests for comment.

With the acquisition, Martin Marietta will establish its Rocky Mountain Division, with headquarters in Denver, and will immediately begin relocating employees to Denver to run the operation.

"We anticipate inheriting several quality people and hope to grow the office over time," said Martin Marietta official Bruce Vaio, who will run the operation.

Vaio also is the president of Martin Marietta's West Group, under which the Rocky Mountain Division will operate.

Talks between the two companies began several months ago, according to Vaio.

"We're excited about the Northern Colorado market," he said. "There's potential for solid, sustainable growth there, and we're excited to capitalize on that."

Martin Marietta is the country's second-largest producer of construction aggregates and operates in 27 states, Canada, the Bahamas and the Caribbean Islands. LaFarge is an international company headquartered in France with \$21 billion in sales in 2010.

In total, Martin Marietta employs approximately 4,500 people and shipped 130 million tons of aggregates in 2010. Net sales in 2010 totaled \$1.6 billion, according to the company's profile.

Chicago-based company looks to Colorado

One of the Chicago area's fastest-growing companies is looking to open an office in Colorado after entering the Northern Colorado market approximately six months ago.

Schaumburg, Ill.-based Rabine Group recently completed paving work at a Greeley Wal-Mart and is looking to get involved in commercial roofing and paving in the Northern Colorado area, according to Bill Belitz, a Rabine project manager based in Severance.

Company officials are considering purchasing an existing company or starting a new office anywhere between Colorado Springs and Cheyenne in order to grow their presence in the area.

A Rabine satellite office is expected

in Colorado or southern Wyoming within a year, Belitz said.

Rabine is doing well in spite of the economy, Belitz said, noting that the company ranked No. 19 on Crain's Chicago's Fast Fifty in June. The company provides a range of services from paving construction and maintenance to fuel and oil distribution.

Larimer County sees its largest office transaction year-to-date

An office building that houses Kennedy and Coe and Morgan Stanley Smith Barney was sold for approximately \$280 per square foot, for a total of \$8.3 million.

The 30,000-square-foot building — a Class A structure at 6125 Sky Pond Drive in Loveland — was sold by Greeley-based investment group Big Beaver Properties and purchased by Gravical Real Estate Holdings, another Northern Colorado investment group. The sale of the property was the largest year-to-date in Larimer County, according to Sperry Van Ness, the brokerage that handled the transaction.

The price-per-square-foot was higher than the average for office buildings in Larimer County, about \$120 per square foot, though comparable buildings are sold for prices in the mid-\$200s per square foot, according to Mike Eyer, the SVN broker who represented Gravical in the purchase.

The building was able to support its higher price tag because it of its promi-

nent location and high quality of leases, Eyer said. The building is also LEED Silver certified.

Prices of office space are volatile in this market because there are so few transactions, according to Eyer, and just one or two sales can change the average price dramatically.

FHA loan limits to remain low following Congressional vote

Congress has voted to keep Federal Housing Authority loan limits at their current level, 125 percent of the median home price in a given area. The action forestalled a change that was scheduled to occur Oct. 1 that would have decreased loan limits back to pre-2008 levels.

The change would have affected 669 counties nationwide, including Larimer and Weld. The limit for both counties would have fallen to \$271,050, down from \$312,500 in Larimer County and \$417,000 in Weld.

Mortgage professionals nationwide fought against the change, supporting a bill in the House in July that keeps the loan limits where they are until 2013.

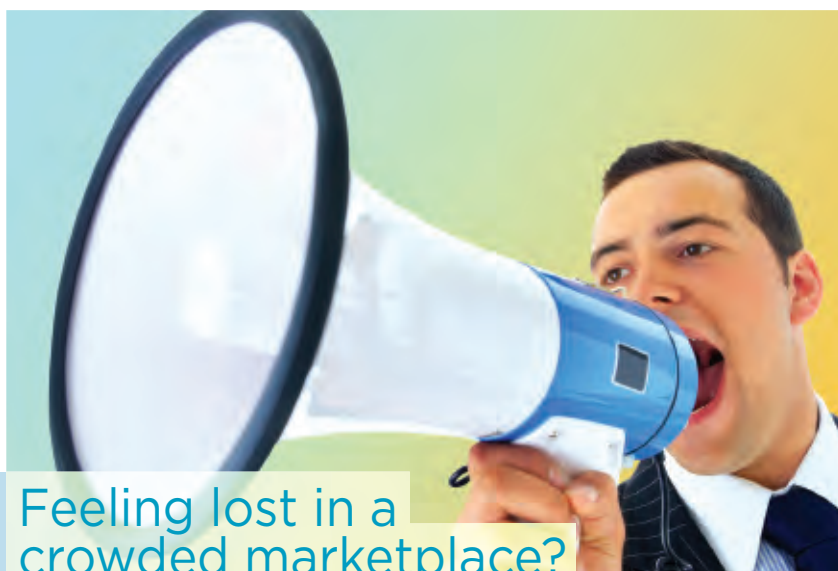
The bill was supported by members of Congress who feared that lowering the limits would increase costs for borrowers and damage the still-fragile housing market.

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



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Philharmonic hopes for sounder financial footing

Ticket sales are down for the symphony, now in its 101st year

By Steve Porter
sporter@ncbr.com

GREELEY – The longest-running orchestra in the Rocky Mountain region just celebrated its 100th birthday and is now moving into its next performance season.

But the hoopla and community support that the Greeley Philharmonic Orchestra saw during last season's big anniversary has fallen off, and so the GPO is taking a number of steps to stave off the financial woes seen at so many orchestras nationwide.

Season-ticket sales for 2011-2012 are down, falling to 438 vs. 458 the previous season. Donor numbers also are down, dropping by roughly 15 percent from the 185 on the books in the 2010-2011 season. Single-ticket sales were stronger last season – 5,931 vs. 5,257 in the previous season – so it may be that at least some of the decline in season-ticket sales and donations are offset this year. But that won't be known until the season ends next spring.

Though the numbers aren't positive, Tim Fleming, GPO's executive director since July, said the orchestra has plenty of reason to believe it will continue performing for the Greeley area community



HITTING THE RIGHT CHORDS – The GPO board is working on developing strategies to raise money for the symphony.

Courtesy Greeley Philharmonic Orchestra

and region for years to come.

"There are about 28 orchestras in the country in continuous seasons and we're one of them," he said. "That includes some pretty interesting periods of time – World Wars I and II and the Depression. It's pretty amazing."

Despite its long history, Fleming said many local residents are surprised to discover the GPO exists.

"A lot of people in Northern Colorado don't know about the Greeley Phil," he said. "I've invited people in who said they had no idea we had this quality of an orchestra."

Getting more of those people to become aware of the GPO is part of the job ahead.

Fleming said the GPO has an annual budget of about \$400,000, which covers the salaries of two full-time employees,

musician and conductor expenses, performance hall rentals and other costs.

The nonprofit GPO is supported by ticket sales, donations, its 35-plus corporate sponsors and the Greeley Philharmonic Orchestra Guild, a group of stalwart local supporters who host a series of fundraisers during the year.

The GPO also gets some help by being located in the Greeley/Weld Enterprise Zone. GPO donors who contribute at least \$500 a year can get a federal and state tax deduction and an Enterprise Zone tax credit.

Unlike the Colorado Symphony Orchestra, which is going through some tough financial times including a \$2.1 million deficit for 2010-11, the GPO is making ends meet.

"We're able to pay our bills and pay our musicians," said Fleming.

About the musicians

Salaries of the GPO's 66 professional musicians consume about 75 percent of its budget.

They are paid for performances as well as rehearsals.

GPO Executive Director Tim Fleming said the musicians are paid a competitive wage for the region. "We don't have the same pay scale as the Colorado Symphony Orchestra (in Denver) has," he said, "but we're very competitive as far as other paid orchestras in our area."

Over the last four seasons, the GPO has been led by Glen Cortese, music director/conductor. Fleming said Cortese, a New York resident, flies in for GPO's performances. His salary was not disclosed.

Fleming said Cortese usually stays at the Greeley Hampton Inn and gets to use a car from Ehrlich Subaru while he is in the area. The Hampton Inn and Ehrlich Subaru are both loyal corporate sponsors of GPO.

A bigger cushion would be welcome, of course.

Jackie Johnson, GPO's board president, noted the orchestra is "financially facing the same kinds of problems as other orchestras around the country."

But Johnson acknowledged the GPO is not having the same kind of season it had during its 100th, when the milestone created more buzz and ticket sales.

The 101st season got under way in September and runs through next April.

"I wouldn't say we're in trouble," she said. "(But) we're not sitting fat and pretty, and we'll be working hard at raising money."

Johnson said the 21-member GPO board is working on implementing the "Second Century Project," a strategic plan that aims to shore up the orchestra's finances and find new ways to connect with the community to sell more tickets to its performances.

"We started last summer with some community outreach," she said. "Shoring up our finances is certainly a priority, along with spending what we have wisely. It's a big task."

Johnson said the plan also includes finding ways to attract a younger audience and coming up with programs that will entice more people to come out for an evening of GPO entertainment.

Johnson said she's optimistic about the GPO's future.

"I'm very enthusiastic about the orchestra," she said. "I think it'll continue to be a high-quality orchestra, and that's very important to the Greeley community."

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COLUMN



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FOR THE RECORD

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Shedding new light on LED debate

They use a tenth of the power consumed by an incandescent

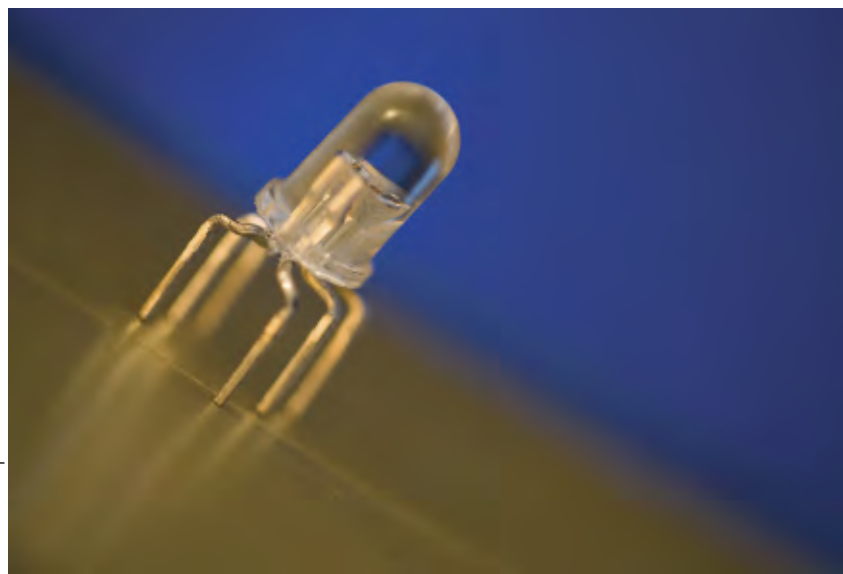
Sometimes going green isn't always environmentally motivated. More often than not, the green we are all trying to save is that which lives in our wallets, which in my case runs the greater risk of extinction.

One way that many of us try to save the wallet (and planet) is through energy conservation — how else do you explain the wild success of the Snuggie? But energy conservation can be a broad topic and the expense of trying to “save” can run high when you start looking into alternative energy solutions, i.e. solar power, wind power, etc.

Most folks, myself included, start with the most basic form of energy conservation: actual energy conservation, that is, limiting the amount of energy we use in our day-to-

day lives. And a simple way to get started, besides flipping the switch, is replacing incandescent light bulbs in your home.

Compact fluorescent lights really came to the forefront of energy conservation about 10 years ago as a small change that almost everyone could be involved in. They were relatively inexpensive to purchase and they used about 25 percent less power than their incandescent equivalent. We made the switch in our home to CFLs about six years ago and saw an impressive decrease in our monthly electric bill. While we are all elated with the prospect of lower electric bills, CFLs do have some serious drawbacks — with a few safety issues topping the list.



Business Report file photo

Most CFLs aren't dimmable — place one into a dimmable switch and burn down your house. OK. It probably isn't that bad, but a fire can start, and fire in your house occurring outside of the fireplace or apart from candles on a birthday cake doesn't usually end well. CFLs also contain small amounts of mercury and if an expired bulb isn't disposed of properly, they might be doing more damage to the environment in

See **GEEK CHIC**, 18



GEEK CHIC
Michael D. Wailes

Want to boost sales? Referrals are best



LEADERSHIP 2011
Carl Dierschow

Normally, every customer who comes to you does so because of money and time that you spent. You ran an advertising campaign, and that caused a few people to come in. You went out to networking events, which resulted in some people who might become clients.

That's pretty expensive.

It's common, actually, for a business to lose money on that initial sale, if you include what it cost to bring the customer in the door.

As any seasoned business owner will attest, there's a better way to find customers: referrals. When you get most of your new customers through recommendations, you have a company which can grow exponentially because of the increased reach of your message.

But there's a number of key elements that you need to

put in place for this to become effective:

Customer satisfaction. Of course, it all starts with delivering something that pleases your customers. They're not going to recommend you to their friends if they don't trust that you'll deliver a great experience again. You're aiming for that ideal message: “I love doing business with this company, and I think you'll love them as well. Check them out!”

Powerful message. Next, you need to be delivering a clear and consistent message through everything you do. It doesn't have to be about your specific products, unless they are truly unique and special. Instead, your message could convey examples of the high level of service you provide, or even the personality of your company and its employees.

Consider examples from companies in all industries:

See **LEADERSHIP**, 18




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WORKERS, from 1

in October was just under 70 percent and stood at more than 67 percent for the first 10 months of the year. There are about 1,350 hotel and motel rooms in Weld County.

MacQuiddy said the oilfield workers are helping to reduce hotel and motel vacancies in an otherwise slack time of year.

"They're experiencing occupancies in what's usually a softer shoulder season for us, so I think we're going to finish out the year with continuing high rates," she said.



MACQUIDDY

Frank Brewster, owner of the Greeley Day's Inn, said the business is welcome.

"It's a big impact, and it's being felt throughout the community," he said. "I have some that stay for months, then leave for a couple of weeks, then come back again for weeks."

Brewster said oil field workers are paid well and are "not the most frugal of people."

"They eat out every meal, and it's the nicer restaurants," he said.

"Business has been good. I have no complaints whatsoever. It's been a great benefit for me and I think for the whole community."

Oil company representatives contacted for this story either downplayed or declined to comment on any problems faced by their expanding field crews.

"Currently, Halliburton employees are not experiencing a shortage of available housing in Brighton or cities on the south end of the DJ Basin," Susie McMichael, Halliburton spokeswoman, said in an emailed response. "Greeley also seems to have availability along with Longmont and other cities situated to the north-central part of the field."

Jonathan Ekstrom, a spokesman for Noble Energy, declined to comment on the matter. "I have spoken with our team internally and we don't have any comment on this."

But MacQuiddy said her conversations with hotel and motel owners have revealed a downside from the oilfield-worker room demand.

"They can't complain because they're filling up their rooms," she said.

"It has sent our lodging numbers really soaring, which is the good news."

Sarah MacQuiddy
Greeley chamber president

"But they're also seeing some doubling up, tripling up and quadrupling up in the rooms."

And coming back to their rooms after a hard day in the oilfield, the workers are a "different" kind of tenant, MacQuiddy noted.

"They're a little harder on the rooms than normal visitors, so it's a little bit different," she said.

MacQuiddy said she heard the Clarion Hotel and Conference Center on 8th Street, Greeley's one full-service hotel, is packed with oilfield workers. And while that's generally a good thing, it's making it harder for the hotel to book conferences when there aren't enough available rooms to house all the attendees under one roof.

Coleen Bourquin, the Clarion's manager, said she could not comment on the hotel's situation.

The workers are also having an impact on rental housing.

Neal Jandreau, owner of Two Rivers Investment, a real estate management company, said rental vacancies are down to about 2 percent in the Greeley area, partly due to oilfield worker demand and workers at the Leprino cheese plant that just opened.

Jandreau said the impact on the rental market is just beginning to be felt.

"It's been going on and off over the last six months," he said. "I think a lot of them are still in the transition stage, staying in hotels and motels."

"I do think as these jobs continue to happen, you'll see more and more renting houses and duplexes and you'll see rents going up," Jandreau said.

There's also an impact being felt on local mobile-home parks.

Weld County Treasurer John Lefebvre said mobile homes sold at county tax lien sales are seeing an uptick in interest from investors.

"Mobile homes are the thing nobody wanted until recently," he said. "All of a sudden, lower-end housing has come back into a more normal picture."

Lefebvre said investors — including mobile-home park owners — have been purchasing the trailers to be rental units for oilfield workers and other tenants who can't afford or are not interested in buying a home.

"We're beginning to see oilfield workers fill up some of these spaces in these parks," he said. "You're beginning to see demand. These oilfield workers all need places to stay all along the Highway 85 corridor."

MacQuiddy said the region is not yet seeing the tent camps — or "man camps" — that have sprung up on or near oil fields in other states with rapidly developing oil plays.

"It could come to that, but so far we haven't seen that happen," she said.

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On March 8, 2012,

- » 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 Lifetime Achievement Award will be given to an individual who meets this standard:

- » 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 Regional Spirit Award will be presented to an individual or organization:

- » In addition to being an entrepreneur this individual will have at least 10 years experience in the Northern Colorado business community.
- » Who has demonstrated a commitment to regionalization of the Northern Colorado economy.

Today,

nobody knows who the 2012 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.

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Bravo! Entrepreneur Award Nomination

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For which award are you submitting this nomination?

- Bravo! Entrepreneur – Loveland
- Bravo! Entrepreneur – Fort Collins
- Bravo! Entrepreneur – Greeley
- Bravo! Entrepreneur – Surrounding Communities
- Emerging Entrepreneur
- Lifetime Achievement
- Regional Spirit

Tell us the individual's name. _____

At what company is she or he employed? _____

What's his or her title? _____

What is the telephone number and email address for this person?

Telephone _____

Email _____

On a separate page supply a brief description of the company, and tell us why this person or company should be nominated for a Bravo! Entrepreneur Award.

What year was the company founded? _____

The last part is to give us your name, a telephone number and an email address. That's it. The NCBR research department will add relevant information to your nomination, and the entire packet of information will be given to the Bravo! Entrepreneur evaluation panel.

Your name _____

Telephone number _____

Email address _____

Send your nomination to:

By mail: Events Director
Northern Colorado Business Report
P.O. Box 270810
Fort Collins CO 80527

Online: ncbr.com

Questions: Call De Dahlgren, 970.232.3132

NOMINATIONS MUST BE RECEIVED BY JANUARY 2, 2012

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TIME OUT



TIS THE SEASON - 1, 2. The *Northern Colorado Business Report* and building-mate Guaranty Bank hosted a joint, multi-floor holiday party Dec. 2 at their offices in Fort Collins. **3.** Levi Gain with Doug's Carpet & Upholstery and Chris Owen of Strategic Financial Management show off their holiday sweaters at the Greeley Young Professionals event Dec. 1 at La Mariposa Restaurant.

Courtesy Greeley Chamber of Commerce and NCBR staff

Email your event photos to Noah Guillaume, nguillaume@ncbr.com. Include complete identification of individuals.



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ON THE JOB

MEDIA/MARKETING

A-Train Marketing Communications Inc. hired **Jason Hay** as senior account manager. Hay will work with clients to assess marketing needs and provide instrumental account service in the development and execution of marketing campaigns, working in conjunction with A-Train's creative and research teams.



HAY

20 years of professional experience with Thrivent Financial for Lutherans and is a member of the Mountain Plains Group in Greeley.



AUSTIN

The Loveland Chamber of Commerce announced its 2012 Board of Directors: **Dave Clark** - chair, **Nathan Klein** - chair elect, **Christine Kapperman** - chair emeritus, **Philip Kembel** - treasurer, **Miki Roth** - secretary. **Stephanie Fancher**, **Pete Gazlay** and **John Metcalf** were voted in as new board members. Additional board members are: **Rick Hontz**, **Jean Mooney**, **John Shaw**, **Marvin Spanbauer**, **Marilyn Stone**, **Jodi Tabert** and **Marilyn Schock** - past chair.

BOARDS

Embrace Northern Colorado welcomed new board member **Dan Austin**. Austin has more than

HEALTH CARE

Dr. **Jonathan Franco** joined OB/GYN Associates of Loveland. Franco is a Colorado native and completed medical school at the University of Colorado School of Medicine in Denver and a residency at Maricopa Medical Center and St. Joseph's Hospital and Medical Center in Phoenix. He has practiced medicine since 1995 in Fort Collins and Denver.



FRANCO

Rehabilitation and Visiting Nurse Association hired full-time staff members **Aileen Barry** and **June Jerger**. Barry will direct public relations and marketing duties while Jerger has been hired as business development coordinator. With offices in Greeley and Fort Collins, the home health nonprofit organization provides skilled nursing care, physical, occupational and speech therapy, and home health aide services.



BARRY



JERGER

Betsy Gammon, administrator at Emergency Physicians of the Rockies, has achieved Fellowship designation in the American College of Medical Practice Executives, the certifying body of the Medical Group Management Association. Fellowship in ACME is the highest distinction in the medical group management profession. Gammon has been the administrator for EPR, a medical practice of 26 emergency physicians and 18 nurse practitioners and physician assistants, for the past 15 years.



HARLAN



MCNEIL

FINANCE

Steven Harlan has joined Guaranty Bank and Trust as senior vice president and manager of Private Banking and Trust. Harlan

will be responsible for leading the Private Banking and Trust team and developing key relationships throughout Colorado. **Dave McNeil** has been appointed vice president and relationship manager of the private banking group at GBT. McNeil will be responsible for supporting and cultivating relationships with high net worth clients.



GILE

ACCOUNTING

Kevin Gile and **Dave Hallett** were both promoted to directors in the audit practice for accounting firm Anton Collins Mitchell LLP. **Scott Grimm** was promoted to director in the tax practice.



HALLETT



GRIMM

Sample & Bailey, CPAs welcomed three new additions to its staff. **Jesse McConnell** and **Dawn Reed** will both provide expertise as audit managers. **Lauren Paul**, a recent graduate of the University of Colorado, Denver, will serve as a tax staff accountant.



MCCONNELL

Bruce Walthers has been appointed vice president of the Larimer Campus of Front Range Community College, effective Jan. 3, 2012. Walthers has been vice president for student services and enrollment management at Red Rocks Community College in Lakewood since 2000. He will oversee the development of new programs that respond to workforce demands, and develop and maintain strong relationships with school districts, CSU, community organizations, and business and industry.



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BRIEFCASE

KUDOS

Dellenbach Motors in Fort Collins was named the third-ranked **General Motors** dealer in government sales in the Western Region, which is comprised of the 16 westernmost states.

Forston Labs in Fort Collins is the proud recipient of the 2011 Environmental Product of the Year award by the **US Environmental Protection Magazine**. The award is for Forston Lab's Multi-Cal for Ion Selective Electrodes technology, which is available with a Multi-Cal kit on their flagship product, the LabNavigator. Forston Labs focuses on delivering innovative sensor equipment, aimed to enhance data collection and measurement processes.

NEW LOCATION

Sandler Training Colorado has a new location at the Chase Bank Building at 200 E. Seventh St., Suite 200m in downtown Loveland. As a service to Colorado business leaders and not-for-profit leader-

ship groups, Sandler Training Colorado is offering its new 3,200-square-foot training facility to leadership groups at no cost when available during business hours. For more information, call 970-292-8490 or visit www.toplinegrowth.sandler.com.

MISCELLANEOUS

Banner Health's Medical Arts Centre of Windsor is participating in Reach Out and Read, a nationwide program that partners with doctors to prescribe books and encourage families to read together. The program begins at a child's 6-month checkup and continues through age 5. Through April 2011, the program was located in 4,688 hospitals and health centers across the country and served 3.9 million children and families each year.

If you have an item to share about name changes, new products or business news of note, e-mail it to Noah Guillaume at naguillaume@ncbr.com, or mail it to Briefcase at NCB, P.O. Box 270810, Fort Collins, CO 80527.

VESTAS, from 4

Longteig noted that Vestas has had a presence in Latin America for two decades but is only beginning to tap into a rapidly growing market.

He said Vestas will likely build more production facilities in Latin America to serve the region, although he could not comment on how soon that would happen.

“With an energy demand that’s going up and high growth rates, these countries have the need to diversify their energy resources,” he said. “There’s a blooming market there.”

Longteig said Latin America currently has a wind-installed base of more than 2,000 megawatts, with a potential of 93,300 megawatts of wind installations by 2030. One megawatt equals one million watts, or enough to power about 1,000 homes.

Longteig said Vestas’ general strategy is to have production facilities in the region in which it sells.

“That’s why we invested in Colorado,” he said. “For 30 years we were making our North American components in Europe. It gives a company a competitive advantage by shortening the distance for its shipments.”

Colorado hit the jackpot when Vestas decided in 2007 to build the Windsor facility and make the state the sole location for producing wind-turbine components for its North American market.

In addition to Vestas’ three existing Colorado facilities in Windsor, Pueblo and Brighton, a fourth Vestas production facility – again in Brighton — is about to start production with 200

workers trained to assemble the wind company’s biggest blade.

The V112-3.0 megawatt turbine features a 55-meter blade that’s even bigger than the giant 44-meter and 49-meter blades produced in the Windsor Vestas blade factory that opened in 2008.

Longteig said the second Brighton factory is set to begin production by the end of the year.

The first order for 21 of the Brighton-built V112-3.0 turbines is for a 65-megawatt wind power project in Lowell, Vt. The Vermont order marks the first order for V112-3.0 megawatt turbines in North America.

Delivery of the order is set for mid-2012.

Longteig said a second order for 70 V112s is slated for the Marble River project in upstate New York that will be “the largest V112 project in North America so far.”

“We expect to begin delivering components to the New York project in June 2012,” he said.

Worldwide, Vestas has already received orders for more than 1 gigawatt of the V112-3.0 turbines, which has been on the market only since last year. Those orders have previously been filled by Vestas’ production facilities located outside the U.S.

The two American V112-3.0 orders are the first for the Brighton blade facility, which is expected to eventually employ up to 600 depending on continued growth in the wind power market and demand for the bigger turbines.

Windsor’s wind-turbine blade facility has grown to about 750 workers over the last three years, Longteig said.

ENTERPRISE, from 3

recovering economy.

The Rays are typically sought out by real estate agents, builders and developers who want to provide a bird’s-eye view of a property for use in their marketing.

Colorado Virtual Tours also offers virtual 360-degree tours of interiors and walkthrough and floor-plan tours.

For aerial jobs, Virtual Tours makes use of a 50-foot pole with a camera atop it, a remote-control helicopter with a 5-foot rotor diameter, and, when the situation calls for it, full-size aircraft, both helicopters and fixed-wing, which are flown by Ray. Those jobs are typically commercial in nature, shooting for, example, road projects, farms and other large operations.

The company operates all along the Front Range, from the Castle Rock area to Cheyenne, Wyo., and offers residential packages at prices that range from \$198 to \$589. Its “platinum” package includes morning, afternoon and dusk interior and exterior photos, five 360-degree panoramic tours and a virtual tour that is posted on a custom website.

The bigger, commercial jobs that require Tim to fly start at \$300 and go as high as \$900.

Aside from Tim and Lindsey Ray, the company employs one other person full-time to assist with the photography and is looking to hire another in the near future. Two others to do contract work.

The downturn in the real estate market definitely affected business, according to Ray.

“Early on, a majority of our work was done for commercial developers, but only a year or two into our business,

Virtual Tours at a glance

Name: Virtual Tours
Address: 214 Elm St., Windsor
Number of employees: 3
Year established: 2006

Description: Aerial real estate photography business that employs both remote and full-size aircraft to shoot photos of residential and commercial properties and creates marketing materials from photos.

SOURCE: BUSINESS REPORT RESEARCH

everybody in the commercial market began to cut back and even lay off the marketing people who we typically work with,” Ray said.

“We started concentrating on the residential high end market. During the downturn it was getting difficult to sell high-end properties and I believe real estate agents and sellers were looking for something to set them apart. This last year, however, we’ve seen a marked increase in commercial orders again.”

The aerial photos offered by Virtual Tours help tell a fuller story, Ray said. Photos of a property taken from the ground can only capture part of a property.

Catherine Rogers, a real estate agent with Coldwell Banker, has used Virtual Tours to help market her properties.

“Overall, we’ve had a fantastic experience,” she said. “There’s a decent amount of companies that do real estate photography, but the quality of images is everything, and those guys have it.”

Best yet, after having served five deployments overseas, the Rays worry less about Tim flying into war zones.



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MCR, from 1

to MCR's patient research unit was key to the study's results.

"We use the population there (at MCR) to optimize the dose and schedule, and that in turn is given to patients in an exposed area. It's critical for us to have that (healthy) population, and to have it locally is terrific," Gordon said.

Gary Luckasen, cardiac research director at MCR, said the hospital also has been collaborating more closely with Colorado State University researchers on a variety of medical research projects. Those projects include collaborations with the CSU vet school and the university's engineering and health and exercise departments.

He said the Colorado State partnership has evolved to the point that "we

In the test-tube

Recent research projects at MCR include:

- Safety testing of a combination therapy of Theophylline and Ambrisentan to counteract altitude sickness. Sponsor: Department of Defense
- DENVax: A randomized Phase Ib study to investigate the safety and immunogenicity of various schedules of Tetravalent Chimeric Dengue Vaccine in healthy adult volunteers. Sponsor: Inviragen

SOURCE: MEDICAL CENTER OF THE ROCKIES

now view ourselves as a medical school for CSU."

"CSU has a huge number of people doing research for medical care, but it doesn't have access to patients," he said.

"We can fill a big void CSU has in its research program."

Luckasen said he hopes a formal research partnership with the university can be achieved soon.

"There is agreement at the top level that both entities are working together," he said. "Hopefully, that should be formalized next year."

William Farland, CSU's vice president of research, acknowledges the school is interested in establishing a formal working relationship with MCR and Poudre Valley Health System.

"I think we would be very supportive of that type of initiative," Farland said. "As a research university, we do a lot of work that would benefit from a relationship with the clinical capabilities of PVHS, so that would be very consistent with what we'd like to do."

While CSU conducts research on ani-

Gary J. Luckasen

Title: MCR cardiac research director

Age: 65

Education: Graduated 1968 from Colorado State University with degree in mathematics; graduated 1972 from University of Colorado School of Medicine; internal medicine residency and cardiology fellowship 1972-77, University of Michigan.



Work Experience:

Started cardiology practice in Fort Collins in 1977; founder and president of Heart

Center of the Rockies until 2010; MCR cardiac research director, 2010-present.

Other related background: Chief of medical staff at Poudre Valley Hospital, 1995-96; PVH hospital board member, 1994-98.

SOURCE: PVHS

mals, Luckasen said having access to human subjects could help university researchers develop "ideas they've never thought about."

"We provide that bridge to care in humans," he said.

Luckasen said MCR is expanding its partnerships with the biotech sector and cited as an example Golden-based PharmaJet, inventors of a needle-free injection device.

He said MCR has been a test site for PharmaJet's product evaluation process. Linda McAllister, PharmaJet's chief medical officer, said the collaboration with MCR has been instrumental in helping the company move its products into the marketplace.

"It's not just access to potential patients, but also the health care providers there who are comfortable with the technology," McAllister said. "They are a remarkable group of people. We've learned together to help us get to where we need to be."

Research efforts at MCR are getting help from the MCR Foundation, which seeks out donors and holds fundraising events. Since 2007, the foundation has raised just over \$6 million to help fund research and education at the hospital.

Luckasen said the hospital's growing research effort is "part of a system-wide initiative with the primary focus at MCR."

He said the emphasis on research was a goal at MCR even before the building opened.

"We didn't want to just build another community hospital but also add some research," he said. "Our goal is to become a premiere research entity, but you need a lot of partners."

Along those lines, Luckasen recently made a presentation at the Rocky Mountain Innosphere in Fort Collins, whose tenants include startup companies focusing on biotech and other innovative research.

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MANUFACTURING



GEARING UP – Composite tech Andrew Simmering attaches the rotor blades on a Scion Aviation Badger.

Jonathan Castner, Northern Colorado Business Report

Scion hopes to lift fortune with unmanned copter

Designer eagerly anticipates a test flight that will justify his lofty perseverance

By Dan Cook
news@ncbr.com

If, sometime in the first quarter of 2012, you happen to hear the chop-chop of a helicopter overhead, and you look up to see a very small chopper hovering above you, then you will know that Jim Sampson is having a pretty good day.

Sampson, the founding CEO of Scion Aviation in Fort Collins, has been waiting for years to send one of his unmanned helicopters on a test flight. He wrote his first business plan for a company based around a light-weight helicopter targeting the law enforcement market in 1995. Since then, he has endured setbacks that might have driven a less-determined spirit back to a steady day job with benefits. But for Sampson, failure was not an option. And now that he's paid his dues, he says opportunity is finally knocking.

"Unmanned helicopters have so many applications today. We're going to see a lot of these craft in the future," Sampson says. "It's an open niche right now, one in which we have a great deal of experience. We feel we can carve out a very nice space for ourselves there."

Getting to the point of testing a prototype of his craft ("The Weasel") certainly tested Sampson's resolve on more than one occasion. Trained as an aircraft

mechanic who specialized in the whirly birds, Sampson founded Scion in 1994 to produce composite structurals for helicopters. "I was looking for a way to make a niche in the industry," he said. That's when he set to work on the business plan for the mini-helicopter.

"We were just at the point where we were fundraising and getting ready to go when 9/11 happened. All the venture capital money dried up. No one in aviation could get funded," he said. "So we

reinvented ourselves just to survive."

Small problem: Scion had just quadrupled its overhead by building a new fabrication facility for helicopter production. "Talk about stress," he said. "I sold my house, got an apartment and ate a lot of Top Ramen."

Then fortune smiled on Scion. A German manufacturer of aircraft composite materials contracted with Scion as its U.S. representative. "That saved us post-9/11. We machined the composite

for the U.S. customer. Overnight, we were on the approved vendor list for Boeing and all the rest." No more Ramen — at least for a while.

The relationship had a fuse burning, though: After several years, the parent company built its own U.S. operation and cut its ties with Scion. Sampson knew it was coming and had been scrambling to build up another book of business. It did R&D for aviation/aerospace, built prototypes for customers, especially light jet companies, and machined custom aircraft parts. Its customer list included some industry giants like Lockheed. Among the prototypes were unmanned aircraft.

"Those were tough times, just trying to keep the doors open," Sampson said. "We watched a lot of our contemporaries go away."

But trends were turning in Scion's favor. The markets for light jets and light unmanned craft were expanding, however slowly. "New companies with new funding strategies were emerging, particularly in light jets," he said. "They were outsourcing the R&D. We started to get a lot of it."

One customer, Stratos Aircraft in Bend, Ore., was especially pleased with the worked Scion turned in on its light craft prototype.



ANTICIPATION BUILDING – Jim Sampson, CEO of Scion Aviation, with one of the carbon fiber body panels that Scion makes in-house.

See SCION, 17

Largest Manufacturers

Ranked by no. of employees



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2011 EMPLOYEES 2010	REVENUES 2010	PRODUCTS/SERVICES	E-MAIL WEBSITE	PERSON IN CHARGE YEAR FOUNDED
1	1	WOODWARD 1000 E. Drake Road Fort Collins, CO 80525 970-482-5811/970-498-3214	1,175 1,001	\$1,457,030,000	Independent designer, manufacturer and service provider of energy control and optimization solutions for the aerospace and energy markets.	N/A www.woodward.com	Tom Gendron, Chairman and CEO 1870
2	3	VESTAS BLADES AMERICA INC. 11140 Eastman Park Drive Windsor, CO 80550 970-674-6100/970-686-1103	700 ① 500	N/A	Manufactures the blades for wind turbines.	vestas@vestas.com www.vestas.com	Hans Jespersen, Senior vice president / General manager for Vestas Blades - America region 1979
3	2	CARESTREAM HEALTH INC. 2000 Howard Smith Ave. W. Windsor, CO 80550 970-304-4600/970-392-3425	521 600	N/A	Medical films.	N/A www.carestreamhealth.com	Mike Haas, Site manager 2007
4	4	INTEL CORP. 4701 Technology Parkway Fort Collins, CO 80528 408-765-8080/N/A	410 418	\$43,623,000	Semiconductor chip design and manufacturing, software.	bill.mackenzie@intel.com www.intel.com	Paul S. Otellini, CEO, President, Director of executive committee 1968
5	5	ABOUND SOLAR 2695 Rocky Mountain Ave. Loveland, CO 80538 970-619-5340/970-619-5341	400 350	N/A	Manufacturer of thin-film photovoltaic modules.	info@abound.com www.abound.com	Craig Witsoe, President and CEO Stephen Abely, CFO 2007
6	8	OTTERBOX 1 Old Town Square, Suite 303 Fort Collins, CO 80524 970-493-8446/970-493-1755	350 220	\$170,000,000	Innovators of protective solutions for mobile hand-held technology.	info@otterbox.com www.otterbox.com	Curt Richardson, Founder and CEO 1998
7	6	AGILENT TECHNOLOGIES INC. 900 S. Taft Ave. Loveland, CO 80537 970-679-5000/N/A	280 275	\$540,000,000,000	Measurement technologies and solutions for communications, electronics, life sciences and chemical analysis.	contact_us@agilent.com www.agilent.com	William P. Sullivan, CEO and President 1999
8	7	KODAK COLORADO DIVISION 9952 Eastman Park Drive Windsor, CO 80551 970-686-7611/970-686-4154	240 240	N/A	Consumer and commercial imaging products.	victoria.wagner@kodak.com www.kodak.com	Victoria Wagner, Site manager, Kodak Colorado division 1969
9	9	OWENS-ILLINOIS INC. (O-I) 11133 Weld County Road 64-3/4 Windsor, CO 80550 970-674-3800/419-247-2505	206 206	N/A	Glass container manufacturer.	beth.peery@o-i.com www.o-i.com	Chris Amatrone, Plant manager 1903
10	11	GOLDEN ALUMINUM INC. 1405 E. 14th St. Fort Lupton, CO 80621 303-654-8301/303-654-8356	169 160	\$102,000,000	Bare and coated aluminum coils.	sales@goldenaluminum.com www.goldenaluminum.com	Leland Lorentzen, CEO 1983
11	12	ADVANCED MICRO DEVICES INC. 2950 E. Harmony Rd. # 300 Fort Collins, CO 80528 970-226-9500/408-982-6164	163 163	\$6,494,000	Design and verification of processor cores, as well as cache and I/O subsystems. The Fort Collins site also supports AMD's embedded processor business through testing, qualification and marketing of our embedded products.	N/A www.amd.com	Rory Read, President and CEO Thomas Seifert, Interim CEO, Senior VP and CFO 1969
12	13	WALKER MANUFACTURING CO. 5925 E. Harmony Road Fort Collins, CO 80528 970-221-5614/970-221-5619	160 127	\$37,572,000	Commercial-grade riding and walk-behind lawnmowers and attachments.	bobw@walkermowers.com www.walkermowers.com	Bob W. Walker, President 1959
13	15	BOULDER SCIENTIFIC CO. 598 Third St., P.O. Box 548 Mead, CO 80542 970-535-4494/970-535-4584	149 120	N/A	Pharmaceutical intermediates, metallocenes, boron compounds and custom chemicals.	dlmorrison@bouldersci.com www.bouldersci.com	John Birmingham, Founder 1972
14	16	PRODUCTION CONTROL SERVICES INC. (PCS) 3771 Eureka Way Frederick, CO 80516 720-407-3550/720-407-3540	143 116	\$63,960,000	Plunger lift, gas lift, nitrogen generation and automation for oil and gas wells.	info@pcslift.com www.pcslift.com	Jeff Giacomino, President 1985
15	14	FLEETWOODGOLDCOWYARD 5605 Goldco Drive Loveland, CO 80538 970-663-4770/970-663-2326	119 121	N/A	Palletizing and de-palletizing equipment for both full goods and empty containers.	N/A www.fgwa.com	Jim Krapes, Business unit director 1971
16	NR	VERGENT PRODUCTS INC. 609 14th St. S.W. Loveland, CO 80537 970-667-8570/970-667-9332	105 104	\$17,000,000	Product design and contract manufacturing services for electronic and electromechanical products. Cost reduction redesign, design for manufacturability, design for environment (RoHS), ISO 9001:2008 and ISO 13485:2003 certified for design and contract manufacturing services for commercial, aerospace, and medical device industries. Formerly Technology Driven Products - TDP Inc.	sales@vergentproducts.com www.vergentproducts.com	Terry Precht, President 1995
17	18	ADVANCED MANUFACTURING TECHNOLOGY 3920 Patton Ave. Loveland, CO 80538 970-612-0315/970-612-0320	97 60	\$14,000,000	Empty container conveyance systems.	rfq@amtcolorado.com www.amtcolorado.com	Thomas M. Ingraham, President Rodney S. Talbot 1996
18	20	SUN MOUNTAIN INC. 140 Commerce Drive Berthoud, CO 80513 970-532-2105/970-532-2208	80 80	N/A	Custom wood doors, flooring and moldings.	info@sunmountaindoor.com www.sunmountaindoor.com	Jared Meier, General manager 1998
19	23	SUMMIT SOLUTIONS OF COLORADO LLC 19750 Weld County Road 7 Berthoud, CO 80513 970-532-2268/970-532-2269	55 50	\$5,000,000	Design and manufacture of specialty containers for aerospace and military applications.	rob.carr@summitsolutions.us.com www.summitsolutions.us.com	Kristen Carr, President 2010
20	NR	SNAPTRON INC. 960 Diamond Valley Drive Windsor, CO 80550 970-686-5682/970-686-5279	50 40	N/A	Manufacturing of metal tactile dome switches.	info@snaptron.com www.snaptron.com	Brett Tatman, President and CEO 1990
21	NR	FRONTIER METAL STAMPING 3764 Puritan Way Frederick, CO 80516 303-458-5129/303-458-1521	23 18	\$5,000,000	Low and high volume metal stampings, assemblies, and complete product build. Tool and die design and build in house of progressive, single station and short run tooling. Engineering support of product design and development, including prototypes.	steve@frontiermetal.com www.frontiermetal.com	Steve O'Donnell 1984
22	NR	LEGACY COUNTERS INC. 7270 Greendale Road Windsor, CO 80550 970-669-7675/970-663-1230	17 15	N/A	Solid surface, natural stone and quartz counter tops.	legacycounters@digis.net www.legacycounters.com	Randy Vlaanderen, President 1998
23	NR	COLORADO HEIRLOOM INC. 333 E. Fourth St., Suite A Loveland, CO 80537 970-667-4222/970-667-8880	15 14	\$850,000	Personalized corporate gifts and awards.	cheirloom@gmail.com www.coloradoheirloom.com	Barry Stewart, Owner 1986
24	NR	STONE BUILDING PRODUCTS LLC 211 30th St. Greeley, CO 80631 970-351-0270/970-351-0280	12 10	N/A	Concrete retaining wall, stone veneer, fencing and architectural products.	rwaters@signaturestone.net signaturestone.net	2003
25	NR	FORT COLLINS PRE-CAST INC. 308 Summit View Drive Fort Collins, CO 80524 970-484-2112/970-484-8232	10 14	N/A	Architectural precast/cast stone, planters, column pier caps, stepping stones, splash blocks and car stops.	office@fcprecast.com www.fcprecast.com	Elaine Lauffer, President 1981

Region surveyed includes Larimer and Weld counties and the City of Brighton.
N/A-Not Applicable
NR-Not Previously Ranked
① Numbers include both Windsor and Brighton locations.

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

MARRIOTT, from 3

its new ownership and the turning tides of the hospitality industry in Colorado, Casselberry said, with \$4 million in renovations planned.

A total of \$12 million in renovations is planned for the three properties combined.

The biggest improvements that will come as part of the new ownership and management will take place in the public areas of the hotel, such as the lobby, restaurant and bar. The Marriott next year will be fully implementing what it calls the "Marriott Great Room," which merges the lobby with the restaurant and bar to create one large space that provides a multi-purpose area for guests.

Visitors to the hotel will be able to work, enjoy a meal, have a drink or simply relax in the merged space, Casselberry said. In addition, meeting rooms will be completely renovated.

The guest rooms are in excellent shape, according to the Casselberry, so they will not be undergoing any improvements but will be getting upgraded thermostats in the coming months.

Exterior painting of the building is also currently under way, Casselberry said.

Outside of improvements to the building, Casselberry expects the addition of an on-property sales team, led by Clark, to help the Marriott grab onto some of the success experienced by hotels in the region in recent months.

"Having an on-property sales team will send individuals into the community to focus on the personal touch necessary," Casselberry said. "We plan on becoming much more involved with the community in 2012."

The November Rocky Mountain Lodging Report showed that occupancy rates in Fort Collins increased in October from 58.2 percent in 2010 to 63.4 percent in 2011, continuing a positive trend noted for several months.

Business has already been improving at the Fort Collins Marriott year-over-year, according to Casselberry, with occupancy rates increasing by 11 percent from fourth-quarter 2010 to 2011.

Room rates have increased only nominally, by \$2 year-over-year, which is obviously positive when coupled with vacancy rates, but is not a substantial increase, Casselberry said.

Rooms at the Fort Collins Marriott are currently going for \$89 per night.

At the moment, the Marriott is one of only two full-service hotels in Fort Collins.

AFFORDABLE, from 3

some of the state's lowest vacancy rates, according to the state Division of Housing's quarterly vacancy report.

In Greeley, the vacancy rate in the third quarter was 1.8 percent while the Fort Collins-Loveland rate was 2.3 percent. In comparison, the vacancy rate for Colorado was 5 percent.

These trends aren't expected to help the housing market overnight.

Chalice Springfield, managing broker of Sears Real Estate in Greeley, said many who would like to purchase a home still rent because they are unable to qualify for financing.

But credit problems can be overcome by job and income stability, according to Gene Humphries, division president of Cornerstone Mortgage.

That, of course, would require the economy to continue in its recovery.

The Hilton, located at 425 W. Prospect Road, is the other, but a push for a downtown hotel by the Fort Collins Downtown Development Authority could create more competition for the Marriott.

The project has been slow to get off the ground, with the city council voting in August not to provide financial assistance in the near future. Still, Josh Birks, the city's economic development adviser, told the *Business Report* in August that he's optimistic a city-assisted project is still a possibility down the road.

"I stand by the consultant's conclusion that a downtown hotel would be an asset for the downtown as well as the community," he said. "The general feeling (is) now is not the right time, but that doesn't mean there won't be sometime in the future to ask that question again."

By then, the Marriott will have completed its refurbishing and, it hopes, doing plenty of business.

SCION, from 15

Stratos Chief Technology Officer Carston Sundin explains: "We were looking for someone to build a mock-up of the cockpit only, for the prototype jet we were developing. They provided a top-notch end result, a full-scale cockpit. Very creative. Other bidders weren't talking about a full-size model. They gave us the best product for the lowest price."

Meantime, work was moving ahead on Scion's own in-house products: the light-weight, unmanned helicopters known in Scion's skunk works as The Weasel and a larger helicopter, the Badger. "We knew it was time to put our own product together as early as 2006, but the financing just wasn't there," Sampson said. With new prototype business flowing in and overhead no longer killing Scion, 2011 became the "Year of

the Weasel and Badger" as Scion developers pushed ahead on the prototypes.

Today, the Weasel is achingly close to its first test flight. Sampson has already been talking to potential partners, such as the Larimer County Sheriff's Department. "We see many applications in law enforcement for this product," he said. "There are military uses too, of course, such as identifying IEDs without anyone getting killed in the process. But the civilian government process is much faster than the military process, so we'll focus there first."

If the Weasel passes its flight tests, and if, as Sampson hopes, law enforcement agencies see the value of unmanned craft for search-and-rescue, surveillance and other applications, Scion may soon be adding to its staff of 12. And that success would bring the company back to its light-weight helicopter roots — after a 16-year detour fueled too often by cheap noodles.

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GEEK CHIC, from 9

the long run than would've been done by using an incandescent bulb.

The most common gripe about CFLs is that they don't fit very well into receptacles or lamps made for incandescent bulbs. We experienced this ourselves when we made the switch; some of our lamps required us to purchase new lampshades that attached to the socket of the lamp as opposed to the bulb itself.

Despite the issues with CFLs, many utilities and governmental agencies are pushing (quite literally in some places) their use in an attempt to phase out the use of incandescent bulbs.

But another solution that is beginning to shine as a replacement for incandescent lighting is the light emitting diode, or LED — a light that uses less power, burns cooler, and as a result, lasts much longer.

An LED's lifespan and cool running

temperatures are due to the lack of a filament inside the bulb — nothing to get hot, nothing to burn out. The simple explanation of how an LED works is that it is illuminated by the movement of electrons through a semiconductor.

LEDs, in fact, aren't anything new; they've been used for decades now in many common household electronics and appliances — mostly as power or status indicators, and infrared bulbs in television remote controls. What's new about them is the proliferation in the ways we are using them: television and computer screens, mobile devices, flashlights, and now light bulbs.

LEDs use very little power — approximately a tenth of the power used by an equivalent incandescent bulb and half of the power used by a CFL. It is estimated that if each household in the U.S. replaced a single 60-watt incandescent bulb with a 7-watt LED, the country would save over 23 mega (million) watts per day. That is a savings

greater than the daily output of the largest nuclear power plant in the country. So why don't we dump the odd-shaped, dirty mercury filled CFLs and jump on this LED thing?

LEDs are expensive — prepare to spend \$12-\$70 per bulb, and for the price, the light output is usually less than spectacular.

Around the time my daughter was born about four years ago, I purchased my first LED light bulb. It cost about \$35, used less than a watt of power, and put out about as much light as a lit match. It was a disappointing foray into the world of LED lighting.

So we placed the bulb into her crib side lamp and used it as a night light. The light produced was so dim that you couldn't tell if the bulb was on during daylight hours, and as a result, we forgot to turn it off during the day. That bulb has burned continually — minus the occasional power outage — for almost four years. I probably paid more for the bulb than it will ever cost

me to light.

But with all things technological, things are looking brighter for LEDs. I'm happy to see that many LED light bulbs are in fact, getting continually brighter and most brand name lighting manufacturers now carry at least one line of LED lighting. Unfortunately the cost still remains high. It will probably be a long time coming before you can swing by the dollar store and pick up a four-pack of LED bulbs.

But if you can live with a dimmer light, even by CFL standards, and can afford to fork out a few more bucks for an LED bulb, you will be afforded with an array of sizes, shapes, and colors of bulbs — something CFLs will probably never be able to do.

Wailes is an interactive developer at Burns Marketing and Communications in Johnstown. If you have questions or would like to suggest a topic for a future Geek Chic column, email him at news@ncbr.com.

LEADERSHIP, from 9

Apple, New Belgium, Jake Jobs with American Furniture Warehouse, and FedEx. These messages have been clear, powerful, and compelling for many years.

Consistency. Your customers need to see congruence between your marketing and their experience with your company. If you position yourself as providing decent products at extraordinary value, people need to see that quality and value when they walk into your shop. Your employees' actions need to support the message, as do your newsletters, website, and even location of your business.

I've been talking to several companies recently to get bids for some expensive work on my house. Each

promises that it delivers great value, high quality materials, and attention to detail. Yet I've seen significant gaps in fulfilling these promises: One company delivers great value for money, yet has struggled to stay in contact with me. Another gave me some good ideas and advice, then delivered a very expensive quote three weeks late.

Would I want to give a referral to a business if I'm not confident that my friend will have the same great experience that I did?

Ask for referrals. I find it surprising that most businesses never make it apparent that they appreciate the work their customers are doing to bring in new prospects. You assume that everyone knows that you want more business, but this may not be the case. Your customers may think that you're busy enough,

because you optimistically told them that "business is just fine!" They might not know where to send people, because they don't have your business card in hand at the right time. And most likely, they just don't have you in mind during a key discussion they have three months from now, because you haven't kept in touch.

You don't have to give concrete incentives for referrals — that may not be practical or even legal in your industry. A subtle example is the little white board in my chiropractor's office: "We appreciate the business that you've referred to us!" followed by a recognition for those who have helped out. This is supported by a personal thank-you at the next appointment.

But be careful. The expectation of a "prize" for giving referrals can cheapen the experience. Suppose that the chiro-

practor would tell customers in advance that they would get a bottle of wine for each referral. Some customers may not appreciate getting that particular gift, and it could even be an annoyance. Others might think they're in a contest to get as many bottles as possible, generating low quality referrals and expecting the prize even when it doesn't turn into actual business. In general, it gives the message that referrals can be bought through bribery rather than a great customer experience. If you're considering prizes, keep them small, so they don't become the primary focus.

Now get out there and create a powerful referral engine.

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



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FOR THE RECORD

DEBTOR: HOLLY GABRIELSON, CREDITOR: MOUNT STATES ADJUSTMENTS. AMOUNT: \$14331.83. CASE #C-11CV-000976. DATE: 11/18/11.

DEBTOR: KARI & KARI LYNN OKONEK, CREDITOR: PREMIER MEMBERS FED CREDIT UNI. AMOUNT: \$13184.82. CASE #C-11C-008062. DATE: 11/15/11.

DEBTOR: DIANE PATTERSON, CREDITOR: CACH LLC. AMOUNT: \$12888.93. CASE #C-11C-008965. DATE: 11/10/11.

DEBTOR: SCHROEDER CONSTR, CREDITOR: WELLS FARGO BK. AMOUNT: \$12857.97. CASE #D-11CV-004549. DATE: 11/15/11.

DEBTOR: JAMES R NESCH, CREDITOR: FIA CARD SERVICES. AMOUNT: \$9443.39. CASE #C-10C-009578. DATE: 11/9/11.

DEBTOR: ORLANDO HERNANDEZ, CREDITOR: STRIDE CARD LLC. AMOUNT: \$9360.64. CASE #C-11C-008526. DATE: 11/9/11.

DEBTOR: KEITH LACEY, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$8713.31. CASE #C-10C-003776. DATE: 11/16/11.

DEBTOR: ANTHONY P HARVEY, CREDITOR: JOHN & JULIE TRONE. AMOUNT: \$8622.58. CASE #C-11C-008088. DATE: 11/10/11.

DEBTOR: NANCY SABEL, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$8299.79. CASE #C-10C-003452. DATE: 11/10/11.

DEBTOR: SALLY HEDGER, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$8136.51. CASE #C-11C-002055. DATE: 11/10/11.

DEBTOR: JEFFREY A LEWEIS, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$7820.73. CASE #C-10C-003460. DATE: 11/10/11.

DEBTOR: DORIS GAIL CARLSON, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$7076.48. CASE #C-10C-002517. DATE: 11/16/11.

DEBTOR: STEVEN P SOLANO, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$6879.12. CASE #C-11C-009081. DATE: 11/10/11.

DEBTOR: BRUCE D SCHLEE, CREDITOR: CAPITAL ONE BK. AMOUNT: \$6499.7. CASE #C-11C-008387. DATE: 11/9/11.

DEBTOR: HAROLD EARL III HODGES, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$6160.81. CASE #C-10C-005684. DATE: 11/9/11.

DEBTOR: JLL A WRIGHT, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$6130.31. CASE #C-11C-009163. DATE: 11/10/11.

DEBTOR: JOE & DONNA S MEDINA, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$5559.71. CASE #C-05C-202175. DATE: 11/15/11.

DEBTOR: MICHELLE LEVERETTE, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$5509.33. CASE #C-10C-004594. DATE: 11/9/11.

DEBTOR: DAVID YOST, CREDITOR: GEMINI CAPITAL GROUP LLC. AMOUNT: \$4990.62. CASE #C-11C-002958. DATE: 11/10/11.

DEBTOR: SANDRA LEE ARVIDSON, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$4461.82. CASE #C-11C-002632. DATE: 11/16/11.

DEBTOR: MICHAEL N HUGHES, CREDITOR: CACH LLC. AMOUNT: \$4460.85. CASE #C-11C-006277. DATE: 11/10/11.

DEBTOR: PATTI ROSENFELDER, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$4249.88. CASE #C-10C-011415. DATE: 11/9/11.

DEBTOR: KATHY BURGESS, CREDITOR: CERTIFIED HOME IMPROVEMENT INC. AMOUNT: \$4147. CASE #C-11S-000405. DATE: 11/15/11.

DEBTOR: RANDY RIES, CREDITOR: LOVELAND READY MIX CONCRETE IN. AMOUNT: \$4142.26. CASE #C-11S-000313. DATE: 11/18/11.

DEBTOR: JENNIFER B MALLORY, CREDITOR: TOWNHOMES AT EMERALD GLEN HOME. AMOUNT: \$4139.3. CASE #C-11C-002090. DATE: 11/9/11.

DEBTOR: SUSAN R JOHNSON, CREDITOR: FIA CARD SERVICES. AMOUNT: \$4099.89. CASE #C-11C-009046. DATE: 11/16/11.

DEBTOR: SHERRY L JEFICOAT, CREDITOR: CACH LLC. AMOUNT: \$3845.41. CASE #C-11C-009912. DATE: 11/10/11.

DEBTOR: BRUCE D SCHLEE, CREDITOR: FIA CARD SERVICES. AMOUNT: \$3650.43. CASE #C-11C-008386. DATE: 11/9/11.

DEBTOR: JAMES J DEESE, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$3142.97. CASE #C-11C-001373. DATE: 11/10/11.

DEBTOR: MARLENE C SPEARS, CREDITOR: BARCLAYS BK DELAWARE. AMOUNT: \$2544.14. CASE #C-11C-008492. DATE: 11/16/11.

DEBTOR: TONYA MCKEE, CREDITOR: CAPITAL ONE BK. AMOUNT: \$1990.46. CASE #C-06C-200141. DATE: 11/10/11.

DEBTOR: RICHARD BALLARD, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$1860.67. CASE #C-10C-007662. DATE: 11/9/11.

DEBTOR: THOMAS F & CAROL A MCCAULEY, CREDITOR: BERTHOUD LAKES RANCHETTES ASSO. AMOUNT: \$1847.35. CASE #C-11C-007240. DATE: 11/18/11.

DEBTOR: RANDALL J LUSSIER, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1746.75. CASE #C-11C-001921. DATE: 11/10/11.

DEBTOR: WAYNE C MURPHY, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$1576.74. CASE #C-10C-004195. DATE: 11/9/11.

DEBTOR: JASON R FOWLER, CREDITOR: CAPITAL ONE BK. AMOUNT: \$1480.09. CASE #C-11C-008488. DATE: 11/9/11.

DEBTOR: MICHAEL R STEINBRECHER, CREDITOR: CAPITAL ONE BK. AMOUNT: \$1140.36. CASE #C-05C-102576. DATE: 11/10/11.

DEBTOR: TONYA BROCK, CREDITOR: ERICH HALBIG. AMOUNT: \$1117.16. CASE #C-11C-009126. DATE: 11/10/11.

DEBTOR: DAVID STANSBERRY, CREDITOR: GE MONEY BK. AMOUNT: \$982.01. CASE #C-11C-002566. DATE: 11/16/11.

DEBTOR: PATRICK L JENNINGS, CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$793.14. CASE #C-10C-002957. DATE: 11/14/11.

DEBTOR: JOHN J TOTOS, CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$665.38. CASE #C-10C-002506. DATE: 11/14/11.

Weld County

DEBTOR: BRADLEY D & MARIA TER CLARKSON, CREDITOR: BK MIDWEST. AMOUNT: \$51364.51. CASE #11CV-000376. DATE: 11/18/11.

DEBTOR: FARMERS RESERVOIR IRRIGATION C, CREDITOR: PUBLIC SERVICE CO COLO. AMOUNT: \$48888.56. CASE #C-02CW-000403. DATE: 11/15/11.

DEBTOR: RAMONA V BAKER, CREDITOR: UNIFUND CCR PARTNERS. AMOUNT: \$24654.62. CASE #C-06C-001117. DATE: 11/21/11.

DEBTOR: BRUCE E STEDWELL, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$23084.49. CASE #C-11CV-000653. DATE: 11/16/11.

DEBTOR: MISAEEL LOZANO, CREDITOR: BELLCO CREDIT UNION. AMOUNT: \$22149.97. CASE #C-05C-006194. DATE: 11/14/11.

DEBTOR: MARTIN G & ABRAHAM G MEZA, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$14613.11. CASE #C-05C-005800. DATE: 11/21/11.

DEBTOR: SCHROEDER CONSTR, CREDITOR: WELLS FARGO BK. AMOUNT: \$12857.97. CASE #D-11CV-004549. DATE: 11/15/11.

DEBTOR: KIMBERLI D MUNGIA, CREDITOR: DRS INC. AMOUNT: \$11676.46. CASE #C-09CV-000238. DATE: 11/21/11.

DEBTOR: KYLE K GILBERT, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$10420.07. CASE #C-11C-008009. DATE: 11/17/11.

DEBTOR: RICARDO CARDOZA, CREDITOR: BELLCO CREDIT UNION. AMOUNT: \$8380.11. CASE #C-11C-009513. DATE: 11/14/11.

DEBTOR: JESSICA R EPEL, CREDITOR: MARSHALL RECOVERY LLC. AMOUNT: \$6029.85. CASE #C-11C-006450. DATE: 11/14/11.

DEBTOR: RICHARD L JR KARLIN, CREDITOR: BELLCO CREDIT UNION. AMOUNT: \$4857.87. CASE #C-11C-006596. DATE: 11/14/11.

DEBTOR: JAMES G & SANDRA BALL, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$4715.26. CASE #C-11C-008911. DATE: 11/16/11.

DEBTOR: THOMAS J LINDSAY, CREDITOR: CATHY KEIL. AMOUNT: \$4377.2. CASE #C-08C-000627. DATE: 11/15/11.

DEBTOR: NINA M ALIREZ, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$4090.42. CASE #C-11C-008650. DATE: 11/16/11.

DEBTOR: PAMELA OSWALD, CREDITOR: CYPRESS FIN GROUP LLC. AMOUNT: \$3718.28. CASE #C-11C-007144. DATE: 11/17/11.

DEBTOR: SUNDANCE CAR WASH, CREDITOR: RICHTER PLUMBING HEATING INC. AMOUNT: \$3365.82. CASE #C-11S-000240. DATE: 11/18/11.

DEBTOR: JOSHUA J & CONNIE L JENSEN, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$3242.83. CASE #C-11C-007123. DATE: 11/21/11.

DEBTOR: REBECA VILLA, CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$2712.63. CASE #C-11C-003275. DATE: 11/16/11.

DEBTOR: RALPH L CLAPPER, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$2345.13. CASE #C-11C-006845. DATE: 11/16/11.

DEBTOR: DEBORAH L EGAN, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$1678.36. CASE #C-09C-010919. DATE: 11/21/11.

DEBTOR: JAIME E FOOTE, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$1645.45. CASE #C-11C-007491. DATE: 11/17/11.

DEBTOR: NATHAN D DAVIS, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$1386.79. CASE #C-11C-008350. DATE: 11/16/11.

DEBTOR: MELVIN V & RITA A HAAS, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$1344.88. CASE #C-11C-008797. DATE: 11/16/11.

DEBTOR: JUSTIN & KIMBERLE F OLSON, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$1299.86. CASE #C-11C-006843. DATE: 11/16/11.

DEBTOR: LEONARDO ZAVALA, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1237.84. CASE #C-11C-007146. DATE: 11/17/11.

DEBTOR: ANTONIA L OROZCOEURICH, CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$1099.6. CASE #11C-007728. DATE: 11/14/11.

DEBTOR: RAUL & CORRINE HERNANDEZ, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$1078.59. CASE #C-11C-008661. DATE: 11/16/11.

DEBTOR: ALPHA SURVEYING CO, CREDITOR: ELIZABETH J CONLEY. AMOUNT: \$890. CASE #C-11S-000338. DATE: 11/15/11.

RELEASE OF STATE TAX LIENS

Larimer County

GOLDEN BOYS INC, \$7512.78, CASE #70223, 11/17/11.

RED FEATHER STORAGE IRRIG, \$2313.96, CASE #70216, 11/17/11.

RED FEATHER STORAGE IRRIG, \$1726.32, CASE #70218, 11/17/11.

GOLDEN BOYS INC, \$1718.23, CASE #70222, 11/17/11.

RED FEATHER STORAGE IRRIG, \$1156.38, CASE #70217, 11/17/11.

RED FEATHER STORAGE IRRIG, \$876.97, CASE #70215, 11/17/11.

RED FEATHER STORAGE IRRIG, \$635.16, CASE #70214, 11/17/11.

NATL PARKS CONSERVATION ASSOC, \$318.7, CASE #70227, 11/17/11.

GARD WATER CONSULTANTS INC, \$129, CASE #70219, 11/17/11.

GARD WATER CONSULTANTS INC, \$129, CASE #70220, 11/17/11.

Weld County

PBR ASSOC INC, \$269.92, CASE #3806007, 11/16/11.

PBR ASSOC INC, \$269.92, CASE #3806006, 11/16/11.

STATE TAX LIENS

Larimer County

FARAWAY IMPRESSIONS INC, \$1845.99, CASE #70226, 11/17/11.

EAGLE FIRE PROTECTION LLC, \$1728.99, CASE #70221, 11/17/11.

GUND CORP, \$1725.57, CASE #70224, 11/17/11.

SARATOGA INC, \$1713.08, CASE #70225, 11/17/11.

JEFFREY TSCHMIDT, \$1602.93, CASE #69644, 11/15/11.

VALENTINA VCARRION, \$1434.3, CASE #70229, 11/17/11.

PHOENIX TRIBAL INC, \$1244.7, CASE #69000, 11/10/11.

ADVANCED HARDWOODS, \$1171.25, CASE #68993, 11/10/11.

FRONT RANGE INSTALLATION LLC, \$1112.92, CASE #69001, 11/10/11.

DRIVEFAST PRODUCTIONS INC, \$1094.32, CASE #69004, 11/10/11.

ESCAPE AT MARYS LAKE LODGE LLC, \$1040.68, CASE #70228, 11/17/11.

BIOKLEAN WORLD ENVIRONMENTAL I, \$668.31, CASE #69563, 11/15/11.

WHITE RIVER TRADING CO, \$455.32, CASE #68756, 11/9/11.

Weld County

RT3 ENTERPRISES LLC, \$8515.51, CASE #3806005, 11/16/11.

MB HANDYMEN INC, \$4125.59, CASE #3805708, 11/15/11.

PATTERSON DESIGN LANDSCAPE INC, \$3202.61, CASE #3806312, 11/17/11.

PASCUAL SERVICES INC, \$3087.94, CASE #3806313, 11/17/11.

RICHARD KBAUER, \$2166.47, CASE #3807199, 11/21/11.

JWO LAWN LANDSCAPE INC, \$836.77, CASE #3806004, 11/16/11.

MAO RIDONG, \$701.32, CASE #3805707, 11/15/11.

WARRANTY DEEDS

Larimer County

Seller: HEALY INVESTMENT CO
Buyer, buyer's address: INTERSTATE LAND HOLDINGS LLC, 7301 SW FRONTAGE RD, FORT COLLINS, CO 80528-9525
Address: 5815 ROCKWELL AVE, LOVELAND, 80538
Price: \$932000
Date closed: 11/11/11

Seller: MARGARET G NICOL REVOCABLE TRU
Buyer, buyer's address: WILLIAM E & SHERRI L LYTLE, 1617 LINDEN LAKE RD, FORT COLLINS, CO 80524-2252
Address: 1617 LINDEN LAKE RD, FORT COLLINS, 80524-2252
Price: \$841000
Date closed: 11/9/11

Seller: FIRSTIER BANK
Buyer, buyer's address: IVAR W & DONNA M LARSON, 925 N COUNTY ROAD 13, BERTHOUD, CO 80513-9272
Address: 1216 1ST ST, BERTHOUD, 80513-2802
Price: \$750000
Date closed: 11/10/11

Seller: JASON L & JASON MORRISON
Buyer, buyer's address: MARK R & S ELAINE FRENCH, 3881 SUMMER MANOR DR, LEAGUE CITY, TX 77573-7790
Address: 758 ALPINE DR, ESTES PARK, 80517-8824
Price: \$650000
Date closed: 11/18/11

Seller: JON W & ERICA L EGGERS
Buyer, buyer's address: JOHN DALE REINHARDT, 2836 CENTER RIDGE DR, BERTHOUD, CO 80513-8480
Address: 2836 CENTER RIDGE DR, BERTHOUD, 80513-8480
Price: \$620000
Date closed: 11/15/11

Seller: CAYENNE & TIMOTHY A KERBS
Buyer, buyer's address: DAVID P & JANET R MILLER, 7250 LAKOTA DR, WELLINGTON, CO 80549-1680
Address: 7250 LAKOTA DR, WELLINGTON, 80549-1680
Price: \$590000
Date closed: 11/15/11

Seller: DIANE B GATTI
Buyer, buyer's address: THOMAS A & ROSALIE R HILL, 621 LONE TREE LN, LYONS, CO 80540-8325
Address: 621 LONE TREE LN, LYONS, 80540-8325
Price: \$585000
Date closed: 11/9/11

Seller: HARTFORD HOMES INC
Buyer, buyer's address: CRAIG W CONWAY REVOCABLE LIVIN, 6973 ALISTER LN, TIMNATH, CO 80547-2217
Address: 6973 ALISTER LN, TIMNATH, 80547-2217
Price: \$578200
Date closed: 11/16/11

Seller: SAGE HOMES LLC
Buyer, buyer's address: JOHN A F & REGHAN C CLOUDMAN, 6772 SILVER DOLLAR CT, TIMNATH, CO 80547-2207
Address: 6772 SILVER DOLLAR CT, TIMNATH, 80547-2207
Price: \$571700
Date closed: 11/15/11

Seller: STONYBROOK HOMES INC
Buyer, buyer's address: BENJAMIN D & TINA BARELA, 7111 DIAMOND TAIL DR, FORT COLLINS, CO 80525-4261
Address: 7111 DIAMOND TAIL DR, FORT COLLINS, 80525-4261
Price: \$568100
Date closed: 11/10/11

Seller: RICHARD D & PAULA P DOLL
Buyer, buyer's address: PARADISE ACRES LLC, 2653 SEDONA HILLS DR, LOVELAND, CO 80537-8331
Address: 2653 SEDONA HILLS DR, LOVELAND, 80537-8331
Price: \$551000
Date closed: 11/17/11

Seller: PRECISION HOME BUILDINGS LLC
Buyer, buyer's address: KENNETH D & JONI J LAFLEUR, 4390 THOMPSON PKWY, JOHNSTOWN, CO 80534-6412
Address: 4390 THOMPSON PKWY, JOHNSTOWN, 80534-6412
Price: \$550000
Date closed: 11/15/11

Seller: ARLENE J GABRIEL
Buyer, buyer's address: GAYLE GENTRY BISHOP, 22 LYNNWOOD BLVD, EASTBOROUGH, KS 67207-1039
Address: 1911 BLANCA CT, LOVELAND, 80538-5022
Price: \$549900
Date closed: 11/15/11

Seller: MICHAEL D & CAROL A WOODMAN
Buyer, buyer's address: ROBERTA JANE LIVINGTON, 20 WILLOW WOOD DR, EXCELSIOR, MN 55331-8425
Address: 1533 LOWER BROADVIEW RD, ESTES PARK, 80517-8218
Price: \$525000
Date closed: 11/10/11

Seller: DAVID R & KAREN M DIEDERICH
Buyer, buyer's address: TERRY L & GINA N CHAFFER, 808 ENGLEMAN PL, LOVELAND, CO 80538-1905
Address: 808 ENGLEMAN PL, LOVELAND, 80538-1905
Price: \$490000
Date closed: 11/11/11

Seller: STEVE P & CONNIE KLIBBE
Buyer, buyer's address: CAYENNE & TIMOTHY A KERBS, 1608 RICHARDS LAKE RD, FORT COLLINS, CO 80524-2556
Address: 1608 RICHARDS LAKE RD, FORT COLLINS, 80524-2556
Price: \$469900
Date closed: 11/15/11

Seller: ROBERT M ZWICKER
Buyer, buyer's address: PAUL J & L E GOODWIN, 3420 LONG CREEK DR, FORT COLLINS, CO 80528-7042
Address: 3420 LONG CREEK DR, FORT COLLINS, 80528-7042
Price: \$465000
Date closed: 11/9/11

Seller: DAN ECKLES
Buyer, buyer's address: 323 W DRAKE LLC, 724 WHALERS WAY BLDG H, FORT COLLINS, CO 80525-7578
Address: 323 W DRAKE RD, FORT COLLINS, 80526-8115
Price: \$450000
Date closed: 11/10/11

Seller: THOMAS O MITCHELL
Buyer, buyer's address: PRUDENTIAL RELOCATION INC, 16260 N 71ST ST, SCOTSDALE, AZ 85254-4900
Address: 5327 JONATHAN CT, FORT COLLINS, 80526-4316
Price: \$439000
Date closed: 11/15/11

Seller: PRUDENTIAL RELOCATION INC
Buyer, buyer's address: RANDY W & RAINY Y PRITCHARD, 5327 JONATHAN CT, FORT COLLINS, CO 80526-4316
Address: 5327 JONATHAN CT, FORT COLLINS, 80526-4316
Price: \$439000
Date closed: 11/15/11

Seller: TONIA L NIFOROS
Buyer, buyer's address: JOHN J NIFOROS, 4621 EAGLE LAKE DR, FORT COLLINS, CO 80524-9672
Address: 2040 AIRWAY AVE, FORT COLLINS, 80524-3699
Price: \$436500
Date closed: 11/11/11

Seller: WILBER D & JAMIE L YARBROUGH
Buyer, buyer's address: RICHARD J & SUSAN A FOWLER, 7227 FORT MORGAN DR, FORT COLLINS, CO 80525-8245
Address: 7227 FORT MORGAN DR, FORT COLLINS, 80525-8245
Price: \$410000
Date closed: 11/16/11

Seller: BANK NEW YORK MELLON
Buyer, buyer's address: CASEY L MILLER, 1613 LAKESHORE DR, FORT COLLINS, CO 80525-2420
Address: 1613 LAKESHORE DR, FORT COLLINS, 80525-2420
Price: \$404000
Date closed: 10/27/11

Seller: NVH WIP LLLP
Buyer, buyer's address: PATRICIA A SPRINGER, 3815 COSMOS LN, FORT COLLINS, CO 80528-4405
Address: 3815 COSMOS LN, FORT COLLINS, 80528-4405
Price: \$370900
Date closed: 11/7/11

Seller: KEIRNS CONSTRUCTION CO
Buyer, buyer's address: MICHAEL & SHERI SOUTH, 1824 NUCLA AVE, LOVELAND, CO 80538-6612
Address: 1824 NUCLA AVE, LOVELAND, 80538-6612
Price: \$367500
Date closed: 11/10/11

Seller: JULIE & MICHAEL J FIFFE
Buyer, buyer's address: THOMAS CLINKENBEARD, 2591 ELDORADO SPRINGS DR, LOVELAND, CO 80538-5321
Address: 2591 ELDORADO SPRINGS DR, LOVELAND, 80538-5321
Price: \$365000
Date closed: 11/10/11

Seller: WEINLAND HOMES INC
Buyer, buyer's address: PETER T KRUMP, 3402 CREEDE CT, LOVELAND, CO 80538-5583
Address: 3402 CREEDE CT, LOVELAND, 80538-5583
Price: \$360000
Date closed: 11/16/11

Seller: PD3 LLC
Buyer, buyer's address: ARLIS E SCHLEIGER, 1358 CRABAPPLE DR, LOVELAND, CO 80538-5667
Address: 1358 CRABAPPLE DR, LOVELAND, 80538-5667
Price: \$350300
Date closed: 11/8/11

Seller: KATHERINE H & FRED M III MANNING
Buyer, buyer's address: MICHAEL & YVONNE PENTZ, 1430 TWIN OAK CT, FORT COLLINS, CO 80525-5534
Address: 1430 TWIN OAK CT, FORT COLLINS, 80525-5534
Price: \$349900
Date closed: 11/7/11

Seller: HOLLIS ANN HAMPTON
Buyer, buyer's address: JANET C & TIMOTHY W STOUT, 2013 E CHEROKEE PL, OLATHE, KS 66062-2346
Address: 1213 CHASM DR, ESTES PARK, 80517-9521
Price: \$346000
Date closed: 11/18/11

Seller: DIANE L CRAWFORD
Buyer, buyer's address: HEATHER S & MICHAL J JAQUES, 4907 BLUESTEM CT, FORT COLLINS, CO 80525-3750
Address: 4907 BLUESTEM CT, FORT COLLINS, 80525-3750
Price: \$345000
Date closed: 11/8/11

Seller: ROXANE L SHAW
Buyer, buyer's address: PATRICK &

FOR THE RECORD

Seller: RONALD P & MOLLY B WIRTH
Buyer, buyer's address: ROBERT ARTHUR & EMILY ANN COPPOLA, 1339 VINSON ST, FORT COLLINS, CO 80526-9698
Address: 1339 VINSON ST, FORT COLLINS, 80526-9698
Price: \$221000
Date closed: 11/18/11

Seller: BRIDGEFIELD LLC
Buyer, buyer's address: JULIE MARIE CAYLOR, 2550 PARKFRONT DR UNIT D, FORT COLLINS, CO 80525-7619
Address: 2550 PARKFRONT DR UNIT D, FORT COLLINS, 80525-7619
Price: \$220300
Date closed: 11/15/11

Seller: JOHN D & NINA J BAKER
Buyer, buyer's address: MARY F & SPENCER O ARNESEN, 2201 CHAROLAIS DR, FORT COLLINS, CO 80526-1407
Address: 2201 CHAROLAIS DR, FORT COLLINS, 80526-1407
Price: \$220000
Date closed: 11/10/11

Seller: BONNIE J SANNE
Buyer, buyer's address: ABRAM H & SARAH W TANNER, 1018 DEER CREEK LN, FORT COLLINS, CO 80526-4101
Address: 1018 DEER CREEK LN, FORT COLLINS, 80526-4101
Price: \$217500
Date closed: 11/18/11

Seller: ABHAY KUMAR & ARPANA RAI
Buyer, buyer's address: REUBEN E & DEBORAH C ODER, 3450 LOST LAKE PL UNIT K4, FORT COLLINS, CO 80528-7056
Address: 3450 LOST LAKE PL UNIT K4, FORT COLLINS, 80528-7056
Price: \$213000
Date closed: 11/8/11

Seller: KBH INVESTMENTS LLC
Buyer, buyer's address: JEFFREY C & SARAH J CARSTENS, 3002 VIRGINIA DALE DR, FORT COLLINS, CO 80521-4062
Address: 3002 VIRGINIA DALE DR, FORT COLLINS, 80521-4062
Price: \$212900
Date closed: 11/8/11

Seller: MELODY HOMES INC
Buyer, buyer's address: LINDSEY R SAMPIER, 3380 WAGON TRAIL RD, FORT COLLINS, CO 80524-1270
Address: 3380 WAGON TRAIL RD, FORT COLLINS, 80524-1270
Price: \$212500
Date closed: 11/16/11

Seller: BOLT LLC
Buyer, buyer's address: DANIEL A & MELINDA K ADAMS, 3780 LARKSPUR DR, LOVELAND, CO 80538-5306
Address: 3780 LARKSPUR DR, LOVELAND, 80538-5306
Price: \$209700
Date closed: 10/27/11

Seller: CHERYL L SCHLABACH LIVING TRUS
Buyer, buyer's address: DANIEL & ASHLEY WOODWARD, 818 QUEENS CT, FORT COLLINS, CO 80525-4627
Address: 818 QUEENS CT, FORT COLLINS, 80525-4627
Price: \$208000
Date closed: 11/16/11

Seller: OAKWOOD HOMES LLC
Buyer, buyer's address: LOGAN F & ALLISON M THOMAS, 3761 BLACKWOOD LN, JOHNSTOWN, CO 80534-2817
Address: 3761 BLACKWOOD LN, JOHNSTOWN, 80534-2817
Price: \$207200
Date closed: 11/17/11

Seller: KOREY D D UTZ
Buyer, buyer's address: JAMES L PULLIN, 3712 ROCHDALE DR, FORT COLLINS, CO 80525-9688
Address: 1966 JAMISON DR, FORT COLLINS, 80528-6365
Price: \$205000
Date closed: 11/11/11

Seller: NANCY JEAN STEWART
Buyer, buyer's address: WAYFARE HOME RENTAL LLC, 2637 MOORE LN, FORT COLLINS, CO 80526-2161
Address: 1217 WESTWARD DR, FORT COLLINS, 80521-4540
Price: \$199500
Date closed: 11/9/11

Seller: JOE B HOBERMAN
Buyer, buyer's address: ALAN H & BETTY J ROBINSON, 3721 CAPITOL DR, FORT COLLINS, CO 80526-2903
Address: 2102 WATER BLOSSOM LN, FORT COLLINS, 80526-2189
Price: \$199000
Date closed: 11/9/11

Seller: TED & CLAUDETTE HARRINGTON
Buyer, buyer's address: CAROL J HOWDEN, 261 SAND GROUSE DR, LOVELAND, CO 80537-6569
Address: 456 WRIBBY CT, LOVELAND, 80537-6578
Price: \$197000
Date closed: 11/4/11

Seller: M GERALDINE HAMROCK
Buyer, buyer's address: KEITH MARCH & CAMI A RUHMAN, 3314 APPLE AVE, LOVELAND, CO 80538-2516
Address: 3314 APPLE AVE, LOVELAND, 80538-2516
Price: \$195000
Date closed: 10/28/11

Seller: ROBIN A & KEVIN R SCHNEIDER
Buyer, buyer's address: JANETTE DAWN LEMONS, 514 PO BOX 8, CRATER LAKE, OR 97604-0008
Address: 514 GRAND ESTATES DR UNIT E2, ESTES PARK, 80517-8943
Price: \$194000
Date closed: 11/9/11

Seller: DEUTSCHE BANK NATIONAL TRUST C
Buyer, buyer's address: RUTH ALBERTA & JOHN D PETERSON, 6424 BUCHANAN ST, FORT COLLINS, CO 80525-5815
Address: 6424 BUCHANAN ST, FORT COLLINS, 80525-5815
Price: \$192500
Date closed: 10/25/11

Seller: ROBERT S MANDELL
Buyer, buyer's address: MATTHEW G BROWN, 4518 SEAWAY CIR, FORT COLLINS, CO 80525-3381
Address: 4518 SEAWAY CIR, FORT COLLINS, 80525-3381
Price: \$190000
Date closed: 11/11/11

Seller: PLATINUM PROPERTIES LLLP
Buyer, buyer's address: FRED CLYDE SPOLIAN-SKY, 2724 VIRGINIA DALE DR, FORT COLLINS, CO 80521-4035
Address: 1425 FLEETWOOD CT, FORT COLLINS, 80521-4057
Price: \$188800
Date closed: 11/10/11

Seller: BRENT F STANLEY
Buyer, buyer's address: RYAN BILGER, 2648 GARDEN DR, FORT COLLINS, CO 80526-1332
Address: 2648 GARDEN DR, FORT COLLINS, 80526-1332
Price: \$185000
Date closed: 11/8/11

Seller: MARIAN THOMAS
Buyer, buyer's address: DAVID L & JULIE A EWERT, 2425 WINTER PARK ST, LOVELAND, CO 80538-6203
Address: 2425 WINTER PARK ST, LOVELAND, 80538-6203
Price: \$181000
Date closed: 11/3/11

Seller: THOMAS J & EMMA M DREILING
Buyer, buyer's address: DANIELLE VIRGINIA & BRAULIO ADRIANO ROJAS, 1601 RICHARDS PL, FORT COLLINS, CO 80521-2350
Address: 1601 RICHARDS PL, FORT COLLINS, 80521-2350
Price: \$180000
Date closed: 11/10/11

Seller: J V J LEASING LLC
Buyer, buyer's address: BRANTLEY HOLDINGS LLC, 4780 IGNACIO AVE, LOVELAND, CO 80538-6842
Address: 1016 S LINCOLN AVE, LOVELAND, 80537-6382
Price: \$180000
Date closed: 11/10/11

Seller: ROBERT R JR & LARRY K SNOOK
Buyer, buyer's address: EMILY HOPP, 1204 JUNIPER CT, FORT COLLINS, CO 80521-1728
Address: 1204 JUNIPER CT, FORT COLLINS, 80521-1728
Price: \$180000
Date closed: 10/18/11

Seller: FRANCIS A & PATRICIA A LASSAK
Buyer, buyer's address: D NEAL & JENNIFER J DAVIDSON, 310 AQUILA DR, CAMERON, MO 64429-1494
Address: 1516 FISH HATCHERY RD, ESTES PARK, 80517-9234
Price: \$175000
Date closed: 10/28/11

Seller: TOM & LORI THOMASON
Buyer, buyer's address: JOAN FONTAINE, 855 PO BOX 20626, ESTES PARK, CO 80511-2626
Address: 855 FAWN LN, ESTES PARK, 80517-7521
Price: \$175000
Date closed: 11/17/11

Seller: LYNN R MITCHELL
Buyer, buyer's address: DANIEL J & CHERYL SUE BECKER, 211 NICOLA WAY, RED FEATHER LAKES, CO 80545-8463
Address: 211 NICOLA WAY, RED FEATHER LAKES, 80545-8463
Price: \$173000
Date closed: 11/17/11

Seller: DONALD J & ELIZABETH R ARCHULETA
Buyer, buyer's address: CHARLES W ZITTING, 2651 ELDORADO SPRINGS DR, LOVELAND, CO 80538-5321
Address: 1005 BLUE SPRUCE DR, LOVELAND, 80538-2868
Price: \$170000
Date closed: 10/27/11

Seller: CANYON FALLS INVESTMENTS LLC
Buyer, buyer's address: JUSTIN & FELICIA HOUSTON, 936 21ST ST SW, LOVELAND, CO 80537-7006
Address: 936 21ST ST SW, LOVELAND, 80537-7006
Price: \$166500
Date closed: 11/4/11

Seller: ERVIN G & PANSY STAHLCKER
Buyer, buyer's address: RANDALL W & SUZANNE KLEIN SMITH, 2025 E LIND RD, TUCSON, AZ 85719-2444
Address: 724 SHADOWMERE CT, FORT COLLINS, 80526-1990
Price: \$166000
Date closed: 11/4/11

Seller: TERESA L JOHNSON
Buyer, buyer's address: JACOBUS C & KIMBERLY J DEMOOY, 2727 STONEHAVEN DR, FORT COLLINS, CO 80525-5682
Address: 1126 S TYLER AVE, LOVELAND, 80537-8041
Price: \$163000
Date closed: 11/11/11

Seller: DMELL LLC
Buyer, buyer's address: JASON A ARAGON, 2124 RYELAND LN, FORT COLLINS, CO 80526-1139
Address: 2124 RYELAND LN, FORT COLLINS, 80526-1139
Price: \$160000
Date closed: 11/10/11

Seller: OBERMANN 2 LP LLLP
Buyer, buyer's address: DIANE M GODIN, 8808 REGATTA BAY PL, LAS VEGAS, NV 89131-1781
Address: 2918 SOMBRERO LN, FORT COLLINS, 80525-2462
Price: \$159900
Date closed: 11/14/11

Seller: JAMES B DUBKE
Buyer, buyer's address: JEFFREY A & DENISE E WILLIAMS, 8633 S 98TH CIR, LAVISTA, NE 68128-7014
Address: 507 FALL RIVER LN UNIT B, ESTES PARK, 80517-9144
Price: \$158000
Date closed: 11/9/11

Seller: DEBRA D HUSMANN
Buyer, buyer's address: DOMINIQUE SOUTHARD, 1280 SOLSTICE LN, FORT COLLINS, CO 80525-1248
Address: 1280 SOLSTICE LN, FORT COLLINS, 80525-1248
Price: \$152500
Date closed: 11/4/11

Seller: US BANK
Buyer, buyer's address: KEITH A & BEVERLY V WALKER, 1209 BAY CT, LOVELAND, CO 80538-2121
Address: 3245 COAL CREEK ST, LOVELAND, 80538-2979
Price: \$152500
Date closed: 11/10/11

Seller: JOSEPH J & HEATHER L HOUSER
Buyer, buyer's address: LINDSEY R KIMBER, 3815 STEELHEAD ST # 16H, FORT COLLINS, CO 80528-4515
Address: 3815 STEELHEAD ST # 16H, FORT COLLINS, 80528-4515
Price: \$151800
Date closed: 11/17/11

Seller: DANIEL B & KELLY J MCOUEEN
Buyer, buyer's address: TARYN G & JOHN C SKIPPER, 524 10TH ST, FORT COLLINS, CO 80524-2558
Address: 524 10TH ST, FORT COLLINS, 80524-2558
Price: \$150000
Date closed: 11/9/11

Seller: DAN ECKLES
Buyer, buyer's address: GHANI HOLDINGS LLC, 724 WHALERS WY BLDG H, FORT COLLINS, CO 80525-7578
Address: 323 W DRAKE RD STE 104 224, FORT COLLINS, 80526-8115
Price: \$150000
Date closed: 11/10/11

Seller: LOVELAND HABITAT FOR HUMANITY
Buyer, buyer's address: SHERYL L REGAN, 2209 W ELIZABETH ST APT 203, FORT COLLINS, CO 80521-4259
Address: 2145 SAGITTARIUS DR, LOVELAND, 80537-3256
Price: \$150000
Date closed: 11/17/11

Seller: RALPH JAY & SUSAN M KEMMER
Buyer, buyer's address: DENNIS W PARKER, 1340 RIDGEPOINTE DR, FAIRBANKS, AK 99709-5769
Address: 1372 LAVENDER CT, LOVELAND, 80537-8098
Price: \$148500
Date closed: 11/4/11

Seller: FANNIE MAE
Buyer, buyer's address: PAUL & MARCI SCHW-ERDTFEGER, 3171 WILLIAMSBURG ST, LOVELAND, CO 80538-5550
Address: 2002 CHAMA AVE, LOVELAND, 80538-3619
Price: \$145000
Date closed: 11/10/11

Seller: JAMES & J DAHLKEMPER
Buyer, buyer's address: BRUCE W HEBERT, 720 E 5TH ST, LOVELAND, CO 80537-5744
Address: 1991 GRAYS PEAK DR UNIT 202, LOVELAND, 80538-8789
Price: \$145000
Date closed: 11/14/11

Seller: BLUE MOUNT HOLDINS LLC
Buyer, buyer's address: CAROLYN H PETRIZZO FAMILY TRUS, 115 HOLLY TREE LN, BRANDON, FL 33511-8014
Address: 3517 SNOWY EGRET LN, BERTHOUD, 80513
Price: \$143000
Date closed: 11/10/11

Seller: LAKESHORE CONDOMINIUMS LLC
Buyer, buyer's address: PAUL GOEBEL, 4905 HAHNS PEAK DR UNIT 101, LOVELAND, CO 80538-6009
Address: 4905 HAHNS PEAK DR UNIT 101, LOVELAND, 80538-6009
Price: \$140800
Date closed: 11/15/11

Seller: FANNIE MAE
Buyer, buyer's address: JEFF EDMONDS, 175 CARINA CIR UNIT 103, LOVELAND, CO 80537-2045
Address: 175 CARINA CIR UNIT 103, LOVELAND, 80537-2045
Price: \$140700
Date closed: 11/15/11

Seller: BARBARA A GYGAX
Buyer, buyer's address: JOHN M COHEN, 520 E 5TH ST, LOVELAND, CO 80537-5740
Address: 520 E 5TH ST, LOVELAND, 80537-5740
Price: \$140000
Date closed: 11/10/11

Seller: WILCOX REAL ESTATE
Buyer, buyer's address: NELSON JR MAN-GAOANG, 628 COUNTRYSIDE DR, FORT COLLINS, CO 80524-3681
Address: 628 COUNTRYSIDE DR, FORT COLLINS, 80524-3681
Price: \$139900
Date closed: 11/10/11

Seller: FRANCES H GREFFENIUS LIVING TR
Buyer, buyer's address: PAUL C & TRACI L SCHRADER, 18060 IRIS DR, STERLING, CO 80751-9058
Address: 6 U BAR U LN, BELLVUE, 80512
Price: \$135000
Date closed: 11/4/11

Seller: R JANET HARTLEY
Buyer, buyer's address: DANNY RAY & BETTY RAE HEIDE, 21580 LONGS PEAK LN, PARKER, CO 80138-8311
Address: 278 MANHEAD MOUNTAIN DR, LIVERMORE, 80536-8663
Price: \$132000
Date closed: 11/16/11

Seller: WELLS LIVING TRUST
Buyer, buyer's address: MICHAEL D WILLIAMS, 241 PO BOX 785, ESTES PARK, CO 80517-0785
Address: 241 4TH ST, ESTES PARK, 80517-6340
Price: \$125000
Date closed: 11/15/11

Seller: JOSEPH J STOLL
Buyer, buyer's address: JOHN P & SHARON J STRICKLIN, 2745 ANNELISE WAY, FORT COLLINS, CO 80525-7635
Address: 56 ZUNI CT, RED FEATHER LAKES, 80545
Price: \$120000
Date closed: 11/14/11

Seller: FANNIE MAE
Buyer, buyer's address: TANYA M JORDAN, 924 CORTEZ CT, LOVELAND, CO 80537-4510
Address: 924 CORTEZ CT, LOVELAND, 80537-4510
Price: \$99900
Date closed: 11/14/11

Seller: PUBLIC SERVICE CREDIT UNION
Buyer, buyer's address: PAULEY LLC, 12130 NIKI-TA CT, SAN DIEGO, CA 92131-3826
Address: 710 CITY PARK AVE APT B230, FORT COLLINS, 80521-3448
Price: \$89300
Date closed: 11/11/11

Seller: KARLINA A WHITE
Buyer, buyer's address: JAMES P GETCHES, 1156 E 4TH ST, LOVELAND, CO 80537-5816
Address: 1156 E 4TH ST, LOVELAND, 80537-5816
Price: \$89000
Date closed: 11/17/11

Seller: GLEN DEVELOPMENT LLC
Buyer, buyer's address: MONTEREY HOMES LLC, 241 12TH ST SW, LOVELAND, CO 80537-6311
Address: 1062 PRISM CACTUS CIR, LOVELAND, 80537-2983
Price: \$85000
Date closed: 11/16/11

Seller: GEORGE H WALBYE
Buyer, buyer's address: GREGORY C & MARCIA L WOODS, 3922 W 14TH ST, GREELEY, CO 80634-2720
Address: 638 FERRET CIR, RED FEATHER LAKES, 80545
Price: \$80000
Date closed: 11/3/11

Seller: JOSEPHINE S JONES
Buyer, buyer's address: BRIAN TRAINOR, 729 E 4TH ST, LOVELAND, CO 80537-5731
Address: 3736 BOXELDER CT, WELLINGTON, 80549-1544
Price: \$70000
Date closed: 11/16/11

Seller: JOSHUA TREE LLLP
Buyer, buyer's address: EDUARDO & MARIA REBECCA RAMIREZ, 7611 PLATEAU RD, GREELEY, CO 80634-9385
Address: 9907 W HWY 14, BELLVUE, 80512
Price: \$65000
Date closed: 11/10/11

Seller: RIDGEWAY CONSTRUCTION SERVICES
Buyer, buyer's address: HILLSIDE COMMERCIAL GROUP INC, 8020 S COUNTY ROAD 5 UNIT 200, WINDSOR, CO 80528-8994
Address: 6165 BAY MEADOWS DR, WINDSOR, 80550-8075
Price: \$55500
Date closed: 11/15/11

Seller: HIGHPOINT VISTA LLC
Buyer, buyer's address: MARK & JAMIE BAILEY, 5754 PINEVIEW CT, WINDSOR, CO 80550-8027
Address: 5754 PINEVIEW CT, WINDSOR, 80550-8027
Price: \$52000
Date closed: 11/4/11

Seller: DENNIS & ROSEMARY KRAUS
Buyer, buyer's address: JANICE M & SCOTT D HALEY, 1906 ROLLINGWOOD DR, FORT COLLINS, CO 80525-1222
Address: 1113 SANTANKA TRL, BELLVUE, 80512
Price: \$50000
Date closed: 11/8/11

Seller: 287 TECH CENTER LLC
Buyer, buyer's address: DP COLLINS LLC, 4640 WITHERS DR, FORT COLLINS, CO 80524-6017
Address: 242 BARBERRY PL, LOVELAND, 80537
Price: \$50000
Date closed: 11/10/11

Seller: RORY LANE BUXMANN
Buyer, buyer's address: PROPERTIES BY CHRISTIAN INC, 2724 MALLOW PL, LOVELAND, CO 80537-6632
Address: 1065 CAROLINE CT, LOVELAND, 80537-6621
Price: \$30000
Date closed: 10/24/11

Seller: RAMS HORN VILLAGE OWNERS ASSN
Buyer, buyer's address: MICHAEL S & CYNTHIA STOHL, 1121 MANITOU RD, SANTA BARBARA, CA 93101-4940
Address: 1565 COLORADO HWY 66 #15, ESTES PARK, 80517
Price: \$24000
Date closed: 11/11/11

Seller: RAMS HORN VILLAGE OWNERS ASSN
Buyer, buyer's address: DOUGLAS R & TERESA A RICHARDS, 11032 W TAYLOR CIR, WICHITA, KS 67212-5483
Address: 1565 STATE HIGHWAY 66 # 16, ESTES PARK, 80517-8302
Price: \$21500
Date closed: 11/15/11

Seller: RICHARD KIRK & RONDI SUE HUNT
Buyer, buyer's address: ROBIN BRACY, 2307 NCR 13, BERTHOUD, CO 80513
Address: 356 TWIN PILLARS DR, LIVERMORE, 80536
Price: \$10000
Date closed: 11/15/11

Seller: DIANNA P GRAY
Buyer, buyer's address: RAMS HORN VILLAGE OWNERS ASSN, 1565 COLORADO HWY 66, ESTES PARK, CO 80517
Address: 1565 COLORADO HWY 66, ESTES PARK, 80517
Price: \$1500
Date closed: 11/14/11

Seller: JEROME A WATNEMOE
Buyer, buyer's address: JEROME A WATNEMOE LIVING TRUST, 1319 SWALLOW ST, LOVELAND, CO 80537-2336
Address: 1319 SWALLOW ST, LOVELAND, 80537-2336
Price: \$
Date closed: 11/3/11

Seller: ARTHUR L & FRIEDA M WUEST
Buyer, buyer's address: WUEST LIVING TRUST, 3945 LANDINGS DR UNIT D4, FORT COLLINS, CO 80525-5923
Address: 3945 LANDINGS DR UNIT D4, FORT COLLINS, 80525-5923
Price: \$
Date closed: 11/3/11

Seller: JASON M SULLIVAN
Buyer, buyer's address: PLATINUM PROPERTIES LLLP, 8010 S COUNTY ROAD 5 UNIT 201, WINDSOR, CO 80528-9004
Address: 1404 BRIARWOOD RD, FORT COLLINS, 80521-4251
Price: \$
Date closed: 10/25/11

Seller: ARLENE S KRAMER
Buyer, buyer's address: PLATINUM PROPERTIES LLLP, 8010 S COUNTY ROAD 5 UNIT 201, WINDSOR, CO 80528-9004
Address: 1404 BRIARWOOD RD, FORT COLLINS, 805

COMMENTARY

EDITORIAL

Beet Street plan shows potential, deserves support

Beet Street's Beth Flowers wasn't happy with the headline over our story in the last edition of the *Business Report*, about the organization's big plans to reinvent itself.

"Losses in incubator's first years," it said.

Her complaint? Essentially, that the newsroom was stating the obvious, that any startup would expect losses in its early years.

She's right about startups and losses; they go hand-in-hand. But that doesn't exactly make the fact of upcoming losses any less newsworthy or the headline any less accurate, especially in an organization that historically has relied on taxpayer support. That public support ends at the end of this year, so Flowers and everyone else at Beet Street have been working hard to find a new way for the organization to sustain itself.

Beet Street is a community asset and its financial condition should be of interest to us all, whether we take in and enjoy what it offers or not.

The point really worth making in this (editorial) space isn't one that any reader of our (news) headline and its accompanying story would have been able to discern: We believe Beet Street adds tremendous value to our community and that it deserves our help.

Moreover, Flowers and her gang have come up with what sounds like a pretty good plan to keep Beet Street up and running and perhaps even growing.

As reported by our Molly Armbrister, Beet Street's new Arts Incubator of the Rockies will be vastly expanding its classroom-based and online offerings in hopes of attracting students who would enroll in more than 1,500 courses by 2014. Enrollment next year is expected to amount to just a couple dozen students, so Beet Street's business plans are unquestionably ambitious.

But there's reason for optimism. There are roughly 280,000 people who make their livelihoods in the arts in the 10 states that Beet Street will be targeting in its new form, and it won't take that many to become involved to make Beet Street's numbers work. Best yet, it has already received commitments of support from five of the 10 Western states that Beet Street hopes to serve as it establishes itself as a regional collaboration and education center.

The arts, as most any village idiot can tell you, deserve communitywide support. Not just because they pretty up our lives. But because the creative sector is responsible for 186,000 jobs statewide.

Public support in these austere times is harder, if not impossible, to come by for organizations like Beet Street. That's why area businesses need to step up to the plate. It'll be good for their souls and, very likely, their pocketbooks.



Why Congress should extend the wind energy tax credit

Colorado has a major stake in an obscure piece of federal tax policy known as the Production Tax Credit for renewable energy.

Congress must extend this key incentive for developing the wind energy industry before the end of this year. Here's why:

First, wind energy is an American manufacturing success story, and extending the PTC will allow that success story to continue. American manufacturing jobs are coming back, with tens of thousands of new jobs from wind power.

Colorado is a great example of this trend, having been successful in attracting major wind manufacturing. Vestas, the global leader in wind turbine manufacturing, has now opened four factories in Colorado, in Brighton, Pueblo and Windsor. Other suppliers have also announced plans to locate in the state, which has so far seen a total of \$700 million in manufacturing investment and 3,000 manufacturing jobs at facilities announced or already operating.

Colorado is not alone. In the past six years, U.S. domestic production of wind turbine components has grown 12-fold, to more than 400 facilities in 43 states, shifting manufacturing jobs from overseas back to the U.S.

A new study from Navigant Consulting finds that with stable tax policy, the wind industry can create and save 54,000 American jobs in the next four years. This will keep the wind sector on track toward supporting the 500,000 jobs by 2030 envisioned in a report by the U.S. Department of Energy during the George W. Bush administration.

Unfortunately, these jobs could vanish if Congress allows the Production Tax Credit to expire, in effect enacting a targeted tax increase and sending our wind manufacturing jobs to foreign countries. According to Navigant, if Congress

allows the credit to expire, jobs in the wind industry will be cut in half, meaning a loss of almost 40,000 American jobs. Raising taxes on wind energy would also cause private investment in the industry to drop by nearly two-thirds.

With the PTC's future uncertain, businesses are hesitant to plan future U.S. wind projects, American manufacturers have seen a drop in orders, and layoffs have already started.

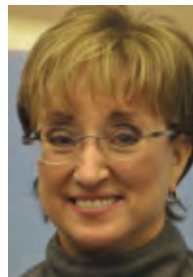
Second, the PTC is a proven, effective tool to keep electricity rates low and encourage development of proven renewable energy projects. The past four years of stable tax policy demonstrate the economic security and energy diversity benefits that the wind industry can continue to provide. During those four years, the wind industry has grown at an annual rate of 37 percent. Also, the price of American wind power has dropped by over 90 percent since 1980, benefiting utilities and consumers, and more than \$60 billion of investment has been made since 2005.

Third, the PTC directly impacts American wind energy investment and project development, with ripple effects throughout the economy. The wind industry's boom-and-bust cycle speaks for itself — when the credit has been allowed to expire in the past, installations have dropped between 73 percent and 93 percent, with corresponding job losses.

Finally, the PTC is fair. It's a performance-based business tax credit. That means it applies only to actual electricity produced from utility-scale wind turbines — a wind project developer does not receive the credit until the wind turbine actually generates power. Because it is a business tax credit, funding is based solely on project performance, not evaluation by government officials. The PTC has been supported on a bipartisan basis in the past, and continues to receive support from members of Congress in both parties.

For all of these reasons, Coloradans should urge Congress to extend the renewable energy Production Tax Credit now.

Denise Bode is the CEO of the American Wind Energy Association.



GUEST COLUMN

Denise Bode

Northern Colorado BUSINESS REPORT

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LETTERS TO THE EDITOR

EPA: Contamination found at Wyo. gas production site

(Business Report Daily, Dec. 8, 2011)

I agree with Senator Inhofe. Notice the terms “likely” and “draft findings” used in the report. I love Colorado and the beauty in this region more than most. However, the environmentalists supporting the removal of the fracking process seem to be in waiting for reasons to attack the only reason Weld County and parts of Larimer and Morgan Counties are seeing increased tax revenue, unemployment declines and sustained job growth. I am involved in the oil and natural gas business here in the area. I am looking forward to the full disclosure of the compounds and chemicals used in fracking. Our contractors utilize fluids that are 95 percent organic (water, sand and bentonite). The solvents used are no less harmful than what would happen if you pour a bottle of wine down your sink. The nature of the secrecy behind the industry’s protection of the composition of fracking fluids has much less to do with alarming environmentalists, and much more to do with one being much more effective than the other.

Dennis
Fort Collins

It’s the Tobacco industry’s shell game all over again. For more than 20 years, Big Tobacco promoted, advertised, paid speakers, and paid politicians to stymie, delay and confuse the issue while they raked in as much as they could in as short a time as they could.

Now, it’s the Big Oil/Gas industry playing the same tune. Money to be made if you can mad-grab it quick before the people and government wise up that fracking eventually damages the

environment. By then, think of all the ‘grandfathered’ wells that will be in existence.

Disclaimer, I am not paid by nor do I receive compensation from interests that want fracking to continue. I am a homeowner who would not like the idea of fracking occurring around my home or community. Use your common sense.

Frank
Fort Collins

Index merry this holiday season

(NCBR, Dec. 2, 2011)

Interesting conclusion. Mr. Green left out the implied conclusion that more progressive liberals in the next election will save us. They have had three years for their solutions to play out.

What would you expect from a liberal educator?

Gerald
Berthoud

Fort Collins Council OKs electricity rate hikes

(Business Report Daily, Dec. 7, 2011)

This rate increase is unnecessary and really hurts the people on fixed incomes and the poor more than anyone else.

Ray Martinez
Fort Collins

Well, I guess we are doing well in this economy. That we can raise everything! My Christmas lights will not go up any more on my house, so explain that to my kids? No more air in my house open the windows? I think it’s time we get all new city council. Thanks for the city council vote NO! Hope all can sleep at night?

Robert
Fort Collins

MENON, from 2

gies from research labs into markets. Another area that we’re looking at are urban corridors of innovation, which are areas within the state where innovation and innovative ideas are needed for unexpected industries, such as enology.

Q: What do you think makes you the perfect person to get all of this accomplished, especially when you already have such a large job at CSU?

A: I would say that collaboration and the ability to connect the dots and bring and manage different personalities together, as well as creativity will be most beneficial to this role.

Q: It’s been a week since the announcement was made, and there are so many things that need to be done. What is Job No. 1?

A: It’s a privately funded initiative, so

making sure that private donors are at the table will be first and foremost. Second would be building the credibility with the masses to ensure that the public knows that this is not another fad. The third thing would be outlining these projects that I’ve spoken about and getting them off the ground so that next fall, when we have our first Colorado Innovation Network Summit, we’re ready with some tangible reports on issues facing innovation in Colorado.

Q: You seem pretty passionate about innovation.

A: I believe that if we don’t innovate, we go quickly into decline. We have to rejuvenate the American economy and build America’s place on the global stage. I think we can do that only with innovation. Innovation is at the core of American recovery. That’s where the passion comes from. Innovation is an imperative.

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NCBR poll watch Are you planning to boost hiring in 2012?

Yes
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No
67%

These results reflect responses to the online poll at www.ncbr.com Nov. 29 - Dec. 13.

Next question:

Did state regulators go far enough in adopting new fracking chemical disclosure rules?

Answer now at www.ncbr.com. Responses will be accepted through Dec. 22.

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