

Northern Colorado **BUSINESS REPORT** \$1

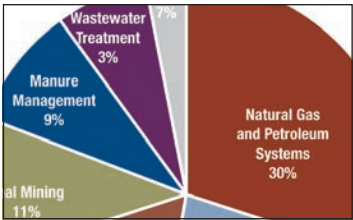
BIZWEST MEDIA



POWER

Fort Collins Utilities among best in the west.

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DISCOVERIES

Methane studies offer two views on emissions.

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Volume 19 | Issue 8 | Dec. 27, 2013 - Jan. 9, 2014

Defense dollars arming CSU research

BY STEVE LYNN
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FORT COLLINS – Research dollars from the U.S. Department of Defense have surged nearly 150 per-

cent at Colorado State University in the past seven years, even as once-robust federal research budgets have withered. The Defense Department awarded CSU \$39.4 million in fiscal 2013,

more than doubling the \$16 million in research dollars from the federal agency in fiscal 2006, according to CSU. Defense-related research amounted to 13 percent of CSU's \$313.2 million research budget dur-

ing fiscal 2013. The increase comes as the overall U.S. defense research budget is declining. From fiscal 2012, Department of Defense research and devel-
► See **Defense, 23**

2013 RETROSPECTIVE



BUSINESS REPORT FILE PHOTO AND ILLUSTRATION

A glance in the rear-view mirror

We would never advocate obsessing over the past, but as the year's end approaches, it's always interesting to take a look back, even if it's just a quick glance. In this, our last print edition of 2013, we bring you a retrospective of the year's biggest business news stories, from the dev-

astating floods that washed across the region in September to the dramatic economic turnaround that began in banking and real estate. We also give you our take on companies to watch in 2014. Happy holidays and happy reading from the editorial staff of the Business Report.

THE BIGGEST NEWS STORIES OF THE YEAR

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COMPANIES TO WATCH IN 2014 PAGE 12

Home State raises \$3.27 million through stock offering

BY MOLLY ARMBRISTER
marmbrister@ncbr.com

LOVELAND – Eight investors helped provide Home State Bank with extra capital following its recent expansion to Boulder County, which included two new branches in the past two years. Documents filed with the Securities and Exchange Commission show that Loveland-based Home State raised slightly more than \$3.27 million in a private offering of common stock in September and November of this year. The offering was intended to infuse the bank with extra capital after the growth spurt that began in 2011, with the decision to open a branch in Longmont. "We've been growing quickly and wanted to have capital available," said Mark Bower, Home State's chief financial officer. After the opening of the Longmont branch, the bank decided to open another location in Lafayette. Both new branches have been successful since they opened, Bower said, and the bank is growing financially as well as physically, seeing a 12
► See **Home State, 2**

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Economic Forecast luncheon set Jan. 14

BY BUSINESS REPORT STAFF

GREELEY – The Northern Colorado Business Report's 2014 Economic Forecast luncheon on Jan. 14 will look at what's ahead for the economy.

This year's panel of experts includes a keynote speech from Tucker Hart Adams, senior partner at Summit Economics, which provides research and analysis throughout the Rocky Mountain West.

Also presenting will be Mike Bond, Guaranty Bank market president for Greeley and Eaton; Michael Ehler, broker/partner with Realtec;

Jandel Allen-Davis, vice president for government and external relations at Kaiser Permanente; Doug Claussen, certified public accountant at Kennedy & Coe; and Rutilio Martinez, associate professor of business statistics at the University of Northern Colorado's Monfort College of Business. Together, they will present a comprehensive view of economic conditions that will influence the region in the coming year.

The Economic Forecast luncheon starts at 11 a.m. in the University Center Ballroom on the UNC campus in Greeley and concludes at 1:30 p.m.



Economic Forecast keynote, Tucker Hart Adams

2014 ECONOMIC FORECAST

Where: University Center Ballroom, University of Northern Colorado
2045 10th Avenue, Greeley

When: Tuesday, January 14, 2014;
11:00 a.m. - 1:30 p.m.

Tickets: Including lunch: \$40

Register: [www.regonline.com/](http://www.regonline.com/Register/Checkin.aspx?EventID=1354206)
Register/Checkin.
aspx?EventID=1354206.

Keynote: Tucker Hart Adams

HOME STATE from 1

percent increase in assets year-over-year in the third quarter, from \$606 million to \$682 million.

Since the offering was made in September and November, most of its impact will be seen on the bank holding company's fourth-quarter financial statements, which will not be available until early 2014.

The bank initially provided the SEC with an estimate that it could raise \$4.9 million, but after the first \$3.27 million was raised, Home State "called it good," Bower said.

Eight local investors in all purchased

stock in the bank, he said. Those investors now own common stock, the only kind offered by privately held Home State. By holding common stock, investors have an ownership stake in the company and help elect the bank's board of directors.

The bank is healthy by regulators' standards, carrying an 8.6 percent Tier 1 leverage capital ratio in the third quarter. This ratio is a metric used by regulators to determine a bank's health. Banks with ratios at or above 4 percent are considered "adequately capitalized," while a ratio

of 5 percent or higher means a bank is "well capitalized."

Home State's Tier 1 ratio is well past the threshold of a healthy capital ratio, and the capital added by the stock offering is likely to boost that higher. The bank maintained relatively good health through the recession, with a Tier 1 ratio above 8 percent even in 2009, one of the toughest years for many community banks.

After the recession, it made sense for healthy banks to start filling in space vacated by banks that didn't make it through the downturn, and

in June 2011, a month before two other Northern Colorado banks were shuttered by regulators, Home State announced it would open a Longmont branch to better serve customers farther south. Before that, Home State's branches had been located exclusively in Larimer County.

Home State isn't the only bank to add branches in recent years. Bank of Colorado, First Farm Bank, FirstBank and Great Western Bank all opened or announced plans for new branches in Northern Colorado in the past two years.

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CSU to test metro Denver waters with engineering program

BY MOLLY ARMBRISTER
marmbrister@ncbr.com

In its first semester, Colorado State University's Denver South initiative will provide graduate-level classes to engineers from some of the world's leading companies, including CH2M Hill and Lockheed Martin.

Earlier this month, CSU finalized a partnership with CH2M Hill that will allow the university to offer two engineering classes from the CSU College of Engineering to students in

the south metro Denver area, using CH2M Hill's training facilities as the classroom.

Classes begin Jan. 18, and while some students have enrolled, the roster hasn't been filled yet, according to Ajay Menon, dean of the CSU School of Business. The classes are open to anyone in the area, not just employees of CH2M Hill, although some from that company will be taking the class.

CSU is holding informational sessions and doing one-on-one recruiting to find students interested in and

qualified for the program.

There are many other engineering companies located in the south metro Denver area, according to Kyle Henley, director of Denver public relations for the university. Lockheed Martin Corp. and Merrick and Co., both industry leaders, are located nearby, along with a host of others, Henley said. Employees from those companies would benefit from the classes as well.

In addition to the two classes being offered at CH2M Hill, two online

classes will round out the engineering curriculum for CSU Denver South. The classes will count toward a master's degree or Ph.D. in systems engineering from CSU.

The engineering curriculum will be the only one offered at CSU Denver South in its first semester, Henley said, but more programs are in the works.

In the fall 2014 semester, which begins in August, the university hopes to offer classes in nursing and

► See **CSU, 4**

Utilities putting energy into efficiency



JONATHAN CASTNER

Michael Tuitt of This Efficient House conducts an air-flow metering test on the furnace at Foothills Unitarian Church in Fort Collins. The tests are part of energy audit program that has helped the city of Fort Collins Utilities and its customers achieve one of the highest rates of energy savings in the American West.

BY STEVE LYNN
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FORT COLLINS – John Phelan chuckles as he describes his job at Fort Collins Utilities: helping people buy less of what the utility sells.

“Our real goal is to reduce the community's electric bill,” said Phelan, the utility's energy services manager.

Phelan and other utility employees are doing a good job. The city's businesses and residents are saving \$9.1 million annually through the utility's energy-efficiency programs since they started them in 2004. About \$3.3 million of the savings has come from residents participating in the program. Most of the savings – \$5.8 million – has come from businesses.

Since 2004, the city has saved enough to power 13,900 homes per year. This amounts to 8.5 percent of its annual electricity needs, or 15 percent over 10 years.

That may not seem like a lot, but it puts Fort Collins among the most energy-efficient city-owned power companies in the American West. Sacramento Municipal Utility District, for instance, has savings of 1.55

percent of its annual electric use, Seattle City Light comes in at 1.4 percent; and Austin Energy in Texas had savings of .8 percent.

“We're doing among the best in the public power sector,” Phelan said.

Others are starting to take notice. The utility won a leadership award in November for its energy-efficiency programs from the Southwest Energy Efficiency Project. Xcel Energy Inc. (NYSE: XEL) also won an award, but Fort Collins Utilities earned the distinction as the leading municipal utility in energy-efficiency efforts in Colorado, Arizona, Nevada, New Mexico, Utah and Wyoming, according to the organization.

“By scaling up their efficiency programs in Colorado, Fort Collins Utilities and Xcel Energy have helped their customers save hundreds of millions of dollars and have cut pollution emissions at the same time,” Howard Geller, executive director of the organization, said in announcing the awards.

Phelan said it's less expensive for the utility to help customers save money on energy than for the utility to buy power from Platte River Power

Authority, the nonprofit electricity provider owned by Fort Collins, Loveland, Longmont and Estes Park.

Fort Collins' energy-efficiency programs run the gamut from customer rebates for solar electric or thermal systems and improved lighting to “building tune-ups.”

The building tune-up program helps businesses reduce electricity, natural gas and water use in commercial and industrial facilities. Along with the Platte River Power Authority, the city helps fund as much as 75 percent of the cost to improve energy efficiency at a facility.

Mike Truitt, owner of This Efficient House in Fort Collins, said the building tune-up rebate is among the least well-known but most valuable energy-efficiency programs. Truitt's company makes improvements to buildings participating in the program – particularly their heating, ventilation and air conditioning units.

“Platte River says, ‘OK, you got all this done? Go ahead and pay the contractor \$2,500 and we'll pay the contractor \$7,500,’” Truitt said.

Once a business upgrades its equip-
► See **Utilities, 4**

Flood-weary have reasons to rejoice

This time of year often is referred to as the season of miracles. To see some real-life miracles, we need look no farther than our Northern Colorado mountains.

After September's disastrous flooding, many high-country highways suffered staggering damage. When the state set a Dec. 1 target date to get them open again, it seemed wildly unrealistic. But seemingly miraculously, the Colorado Department of Transportation opened all 27 affected roads well before the deadline.

Businesses are bouncing back as well, with some very effective help from a federal government too often maligned as inefficient or worse.

The heart of the recovery still is being driven by charitable and faith-based organizations in the area. First responders – and those they rescued at the height of the deluge – have their own stories of miracles to tell.

NCBR EYE

The overall message got a nice “amen” last week when Gov. John Hickenlooper said he and his extended family would spend Christmas in Estes Park, specifically to help tourist-oriented businesses there that were dealt a one-two punch by closed roads and a government shutdown that shuttered Rocky Mountain National Park – all at the height of prime leaf-peeping season.

“Estes Park is a Colorado treasure and was deeply affected by the floods,” Hickenlooper said. “We hope everyone this holiday season supports small businesses in our state's tourist destinations and Colorado communities hit by the disaster.”

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CSU from 3

business. CSU is working to find corporate partners who will host on-site classes the same way CH2M Hill is doing for engineers.

Finding willing companies shouldn't be difficult, Menon said, adding that, "Companies are coming forward because they want well-trained candidates to choose from."

Douglas County is one of the fastest-growing corporate communities in Colorado, Menon said, and companies there need access to properly trained professionals. The need is so great that the south metro business community approached CSU about establishing a presence there.

"This is a market that has a need for a high-value degree program," Menon said. South metro Denver sits between the University of Denver and University of Colorado-Colorado Springs, miles away from a four-year university that might allow profes-

sionals to attain a higher degree while still working.

About 18 months ago, business leaders from south metro Denver came to CSU to seek help with workforce development in the area. After more than a year of market research, CSU decided to slowly launch the program, letting student demand drive the rate of the program's growth.

CSU has pledged \$500,000 to support the program initially, but the university is looking for other partnerships to make the program financially sustainable, offering scholarships and other necessities at an institution of higher learning.

Holding classes at corporate training facilities allows the university to determine which programs will be popular and useful to students without the investment of a physical campus, Henley said.

UTILITIES from 3

ment, he said, it will see additional energy savings that can lower its costs.

Platte River helps run energy-efficiency programs not just in Fort Collins but in Longmont, Loveland and Estes Park, customer service manager Paul Davis said.

The not-for-profit spent an estimated \$2 million in 2013 on efficiency programs. The cities added \$1.2 million to Platte River's contribution: Fort Collins spent \$800,000, Longmont \$195,000, Loveland \$117,000 and Estes Park \$130,000.

Platte River estimates it has saved enough electricity in 2013 to power 2,200 homes.

The not-for-profit will help business and residential customers save even more in 2014. It boosted its budget by 10 percent to \$2.2 million for energy-efficiency programs.

"As we look at our options for reducing emissions and minimizing fossil fuel use," Davis said, "energy efficiency is really the lowest-cost option."

CORRECTIONS

In the Nov. 29-Dec. 12 issue and the 2014 Book of Lists the list of Largest CPA Firms omitted Anton Collins Mitchell LLP. The firm should have ranked ninth on the list. A corrected version can be found on page 20 and online at ncbr.com.

In the 2014 Book of Lists, Flood and Peterson's listing on the Largest Property & Casualty Insurance Firms should have named chief executive Mike Butler as the person in charge at the firm. A corrected version of this list can be found online at ncbr.com.

An item in the Dec. 13 "On the Job" feature incorrectly indicated that Amanda Proctor joined accounting and consulting firm Anton Collins Mitchell LLP in Greeley as a volunteer. Actually, she is one of three new paid staffers at the firm. Proctor was appointed to the Women's Initiatives Executive Committee of the American Institute of Certified Public Accountants, where she is volunteering her service for a year.

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

Northern Colorado BUSINESS REPORT

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DISCOVERIES

FOCUS: UNIVERSITIES, LABS & THE ECONOMY

Two methane studies reach different conclusions

BY MJ CLARK

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As 2013 draws to a close, two studies have been released showing that federal estimates on methane production are both under and over what they should be.

Methane is of particular concern because it is about 20 times more potent a greenhouse gas than carbon dioxide. Because methane is found in natural gas systems, some claim that methane released by wells makes natural gas equal to coal from a greenhouse gas standpoint.

The bad news

Last month, the Carnegie Institution for Science released a study of the total U.S. methane emissions that suggested that government estimates are roughly 50 percent shy of the actual amounts produced. The study, published on Nov. 25 in the online edition of Proceedings of the National Academy of Sciences, used atmospheric methane observations from across the continent taken in 2007 and 2008.

Overall, the study found that total methane emissions in the United States appear to be from 1.5 to 1.7 times higher than the amounts previously estimated by the Environmental Protection Agency and by the Emissions Database for Global Atmospheric Research (EDGAR), respectively. The study measured existing methane in the atmosphere, while the EPA and EDGAR calculate total emissions based on estimates of the total amount of methane typically released per cow or per unit of coal or gas.

The study found large differences between the actual methane amounts and government estimates in the south-central United States, where methane emissions were 2.7 times greater than reported. The study suggested that about half of the difference could be linked to emissions from oil and gas drilling and processing.

However, the study also pointed the finger at ruminants and manure, where methane levels were twice the magnitude of existing estimates.

The study concluded that methane produced by both the animal-husbandry and fossil-fuel industries have larger greenhouse gas impacts than previously indicated, and suggested that the EPA's recent decision to downscale its estimate of natural-gas emissions by 25 percent to 30 percent might be premature.

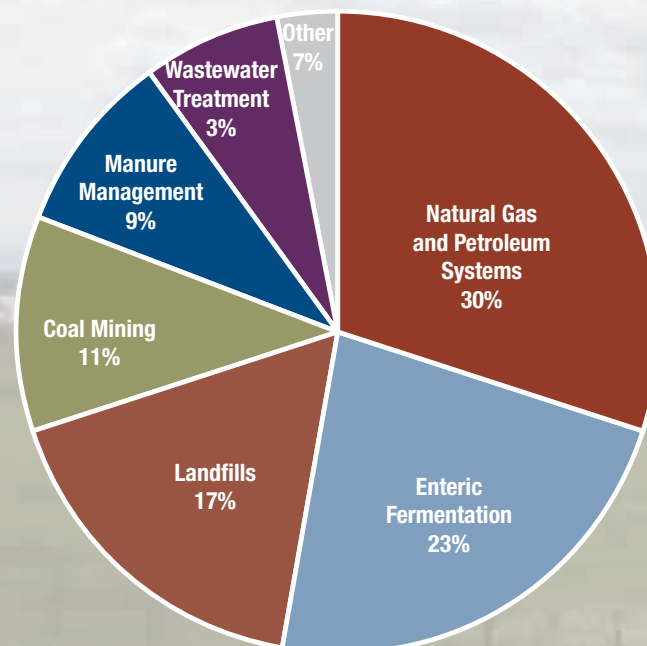
On the other hand

The second study was a cooperative effort led by the University



U.S. methane emissions, by source

Total for 1990-2011



Source: US EPA, Note: All emission estimates from the Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2011.

MJ CLARK

New natural-gas wells are employing improved methane-capture technology.

of Texas-Austin with experts from the Environmental Defense Fund, Anadarko Petroleum Corp., BG Group plc, Chevron; Encana Oil & Gas (USA) Inc., Pioneer Natural Resources Co., SWEPI LP (Shell), Southwestern Energy, Talisman Energy USA and XTO Energy, an Exxon-Mobil subsidiary.

The data in the second study was obtained in 2011, compared with the first study which used data from 2007 and 2008.

This study focused on the production aspect of natural gas by measuring actual emissions at gas-production facilities and equipment. Thanks to the collaboration with the energy companies, researchers had unprecedented access to natural-gas production wells and equipment, which made it possible to acquire direct measurements of methane emissions from wells.

The study measured methane emissions directly at 190 onshore well pads during completion operations (including hydraulic fracturing). The sampling was designed to be representative of operations in the Gulf Coast, Mid-Continent, Rocky Mountain and Appalachian regions. Measurements of active equipment at 150 production sites with 489 wells, 27 well-completion flowbacks, nine well unloadings and four well workovers were included in the study. The types of sources measured account for two-thirds of methane emissions

► See **Discoveries**, 23



Professor V. Chandrasekar at CSU's CHILL radar site

The Science of Better Detection.

With more than 800 tornadoes touching down in the U.S. each year, CSU is focused on public safety by developing the next generation of severe weather early detection systems.

Colorado
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RETROSPECTIVE 2013



RANDY OWENS

A stretch of the U.S. Highway 34 business route in Greeley shows the ravages of floodwaters. The cost of highway repairs in Colorado is likely to be staggering.

Record floods batter Northern Colorado

Flooding from heavy rains in mid-September touched almost every industry in Northern Colorado, including agribusiness, oil and gas, tourism, transportation and water.

Oil and gas companies saw production cuts and damage to infrastructure as floodwaters overcame oil tanks, leading to hundreds of spilled barrels of oil and millions of dollars in damage. Floodwaters also destroyed crops, uprooted railroad tracks, damaged water delivery systems and treatment plants, and washed away roads critical to commerce and access to tourist destinations such as Estes Park.

TOP STORY AGRIBUSINESS

Businesses, nonprofits and residents rose to the challenge by assisting flood victims and raising millions of dollars for recovery. The state of Colorado fully reopened closed highways such as U.S. 34 by Nov. 21, ahead of a Dec. 1 deadline. Estes Park worked to rebuild and repair damaged businesses with more than \$4 million in Small Business Administration loans.

2013 READERS' CHOICE



The Business Report each weekday publishes a morning and afternoon online news report capturing the breaking business news of the day. Here are the Top 10 stories of the year, based on online readership. Visit www.ncbr.com to read the complete stories.

1. Lawsuits preceded OtterBox's LifeProof buy (May 22)
2. Floodwaters overwhelm Estes Park (Sept. 12)
3. Greeley prepares for Poudre River flooding (Sept. 13)
4. Former Bank of Choice CEO charged with fraud (March 28)
5. Seven firms shortlisted for CSU's stadium (Oct. 9)
6. 67-year-old dude ranch cut off, overwhelmed by flood waters (Sept. 17)
7. Woodward will expand headquarters in Fort Collins (April 26)
8. Weld commissioners propose formation of new state (June 6)
9. New Frontier exec pleads guilty (Feb. 5)
10. I-25 tolling puts elected leaders at odds (Oct. 21)

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RETROSPECTIVE 2013

New banks alight in Northern Colorado

Banks continued to expand their physical presence in Northern Colorado in 2013, with two new banks moving into the region and others creating new branches.

TOP STORY

BANKING

Northstar Bank and Colorado Business Bank opened locations in Fort Collins and Greeley. The banks both lean toward a commercial focus, especially Colorado Business Bank, which offers a variety of business services outside of traditional banking.

Other NoCo banks branched out in 2013, with FirstBank, First FarmBank and Bank of Colorado establishing new branches or announcing plans to do so.

There is still pain the finance sector, though. Some banks, such as Cache Bank & Trust, reduced the number of branches in operation when leases on those buildings came due.

In early 2013, a fraud charge leveled against Northern Colorado banking veteran Darrell McAl-



JONATHAN CASTNER

Bank of Colorado Charter President Shawn Osthoff says asset quality “continues to be (his bank’s) focus.”

lister shocked the business community. Charges were brought in relation to a stock offering made in 2008 that regulators alleged was offered improperly to deposi-

tors of the bank. The depositors cashed in certificates of deposit to buy the preferred shares, which became worthless once the bank failed.

Through his attorney, McAlister claimed a variety of objections to the charges, but ended up settling the case in November by paying \$65,000 in restitution.

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RETROSPECTIVE 2013

Oil booms despite mounting opposition

Voters banned the contentious drilling technique of hydraulic fracturing in Fort Collins, Lafayette, Broomfield and Boulder in November, despite spending by the oil and gas industry to fight the measures. Activists won the battle against encroachment of the industrial activity into urban areas, but oil and gas representatives pledged to fight back with ongoing efforts to inform people about the industry.

TOP STORY ENERGY

Meanwhile, the industry boomed in oil-friendly Weld County, which now has nearly 21,000 oil and gas wells, making the county home to more than 40 percent of the state's nearly 52,000 active wells.

The state's production of natural gas nearly doubled in the past decade to 4.7 billion cubic feet per day in 2012 from 2.6 billion cubic feet daily in 2002. During that period, daily oil production nearly tripled to 135,000 barrels from 56,000 barrels, according to data from the state of Colorado. In Weld County, companies invested billions of dollars in the play and planned even more investment in 2014.



BUSINESS REPORT FILE PHOTO

Oil and gas operations involving fracking triggered powerful protests in Northern Colorado communities in 2013.

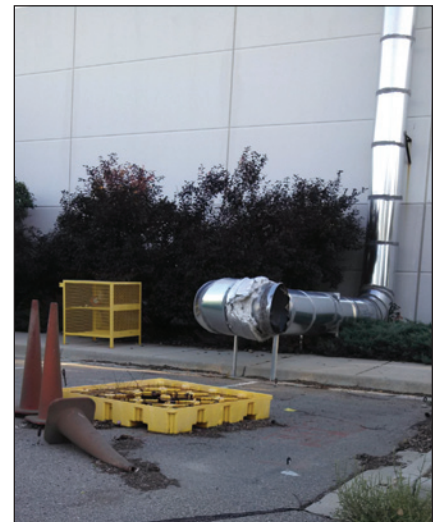
Abound Solar debacle continued

Abound Solar Inc. declared Chapter 7 bankruptcy in July 2012, but the effects of the solar panel manufacturer's highly publicized collapse wore on in 2013. Abound Solar had amassed liabilities of \$82 million and had assets of \$136.1 million before finally throwing in the towel, according to documents filed in U.S. Bankruptcy Court.

The Business Report chronicled the fallout throughout 2013, reporting in February that the state of Colorado

had deemed thousands of leftover solar panels in a Denver warehouse "unsellable" and "hazardous waste."

Documents from the state of Colorado reviewed by the newspaper later showed that cleanup of Abound Solar's contaminated production facil-



BUSINESS REPORT FILE PHOTO

Abound Solar's abandoned production facility east of Longmont.

ity east of Longmont would cost as much as \$3.7 million. The building at 9586 E. Interstate 25 Frontage Road was occupied by Abound Solar from 2008 through 2012, but has remained unoccupied because it's too contaminated to lease.



BUSINESS REPORT FILE PHOTO

Sean Conway, Weld County Commissioner.

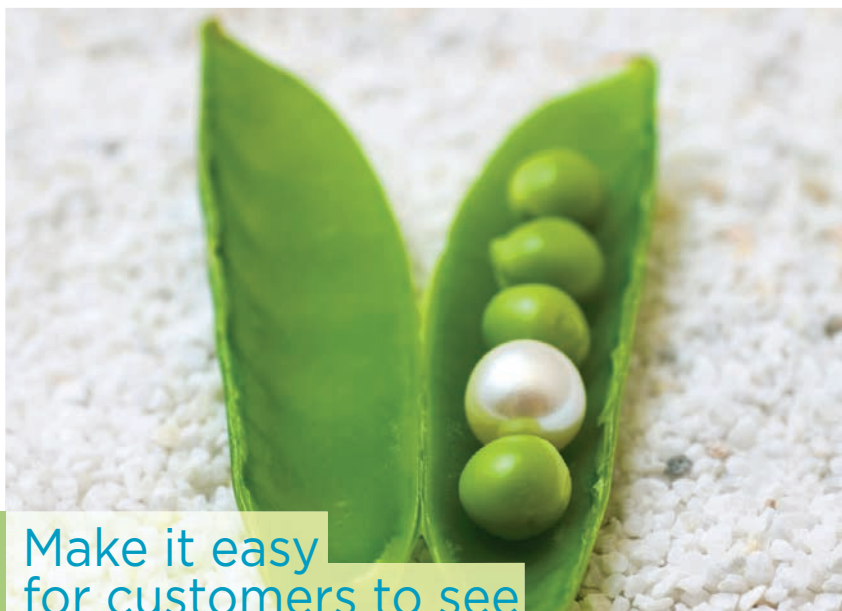
Voters defeat Weld County Commission's secession bid

The Weld County Commission sought to secede from the state of Colorado and form a 51st state called "North Colorado." Attempting to enlist support from officials in other Northern Colorado counties and residents alike, commission members held meetings in rural towns to promote the split.

Commission members cited gun-control legislation, increased oil and gas regulations and Senate Bill 252, which raised the renewable-energy standard for rural electric utilities, as reasons for withdrawing from Colorado.

TOP STORY GOVERNMENT

Weld residents quashed the proposal in a 56 percent-to-44 percent vote in November. Commission member Sean Conway, a leader of the secession movement, acknowledged defeat, saying the county would stop pursuing the initiative while vowing to address what he saw as misguided representation from the Capitol in Denver.



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RETROSPECTIVE 2013

Care Act's impact grows; new hospital rises

Health care professionals in Northern Colorado spent much of 2013 trying to decipher the federal health-care reform legislation called the Patient Protection and Affordable Care Act and to understand how it would impact patients and the practice of medicine.

Simultaneously, insurance companies and businesses across the region tried to figure out how changes in insurance would affect their bottom lines.

TOP STORY HEALTH CARE

Colorado's health insurance exchange, Connect for Health Colorado, formally launched Oct. 1. Enrollment in the exchange remained lower than projected through the end of 2013, with slightly more than 23,000 people enrolling by mid-December, short of the projected enrollment of 61,000.

In late summer, Phoenix-based Banner Health broke ground on its third Northern Colorado hospital, in southeast Fort Collins. Many questioned its location, just minutes from Poudre Valley Hospital



COURTESY BANNER HEALTH

Banner Health broke ground on an \$86 million dollar medical facility in Fort Collins with plans to provide non-emergency care to Kaiser Permanente patients among others.

and up the interstate a few miles from Medical Center of the Rockies and McKee Medical Center, both in Loveland. But Banner, which also operates McKee and

North Colorado Medical Center in Greeley, was confident in its plan to build a 24-bed, \$86 million medical center, citing its agreement with Kaiser Permanente to

deliver non-emergency care to Kaiser's growing member base. The Banner Fort Collins Medical Center is slated to open in spring 2015.

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Stuart Thomas

Cassidy
Turley

RETROSPECTIVE 2013

Mall, stadium hit bumps; Woodward cruises



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

COURTESY OF ALBERTA DEVELOPMENT PARTNERS



BUSINESS REPORT FILE PHOTO

Woodward's existing Fort Collins facility on Drake Road.

The year 2013 was one of hurry-up and wait for the \$313 million Foothills mall redevelopment project, which was awarded a \$53 million public financing package by the city of Fort Collins in May. But the expected groundbreaking date for the mall came and went, and the year will end without shovels in the ground at the Foothills site.

Issues relating to Sears, Arc Thrift store and other properties on the site held up the deal, even as city staffers and mall owner Alberta Development Partners worked through financial projections and bonding schedules.

In September, Alberta announced that the project would be delayed indefinitely. In November and December, redevelopment plans made their way through city processes for a second time, passing through planning and zoning. But more delays cropped up. On Dec. 17, the city pushed what was supposed to have been the final approval out again, to the middle of January.

The project's opening date, originally set for the holiday season of 2014, has been pushed back by a full year. If all goes as planned, building permits and \$71 million in nonrated bonds to help pay for the mall should be issued in the first part of 2014.

CSU stadium

Meanwhile, much of the noise of the potential Colorado State University on-campus stadium quieted in 2013 after the university entered a "silent period" to raise money to meet the goal set forth by CSU president Tony Frank.



Frank

Frank said in October 2012 that half of the cost of the stadium would have to be raised in two years for the project to progress. In mid-2013, Frank informed the CSU Board of Governors that the estimated cost of the stadium had been revised down by \$20 million – from \$246 million to \$226.5 million.

Controversy surfaced when it was discovered that the university had included language in a request for proposals requiring contractors to contribute to the project through donations, either cash or in-kind. This raised pay-to-play concerns in the Fort Collins community, and CSU removed the language.

Mortenson Construction of Den-

TOP STORY REAL ESTATE

ver ultimately was selected to be the project's contractor – if it moves forward. CSU projected that by the end of 2013, it would have raised about one-third of its fundraising goal. The end of 2014 marks the deadline for raising half the cost of the stadium, or about \$113 million.

Woodward's big move

Considered perhaps the biggest economic development win for Fort Collins, the expansion and relocation of the world headquarters of Woodward Inc. began in 2013.

After a months-long search that included potential locations in several states, the brass at Woodward decided in spring 2013 to locate their new headquarters at the intersection of Lemay and Lincoln avenues in Fort Collins, just blocks from Old Town. The city of Fort Collins provided \$23.5 million in incentives to sweeten the deal.

Ground broke on the project, which will eventually encompass more than 870,000 square feet, in the fall. Construction on the first phase of the Woodward Technology Center, which will total 355,000 square feet, should be complete in fall 2015.

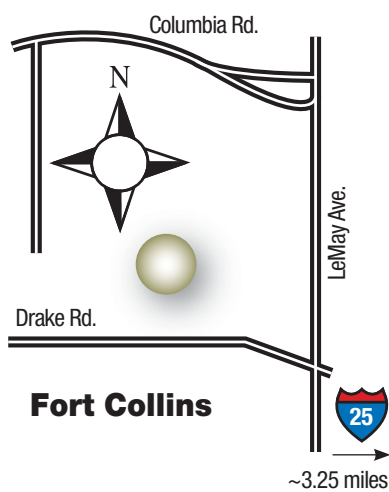
Multi-family demand

Vacancy rates plummeted and rents skyrocketed in Northern Colorado in 2013, as population in the region continued to increase, led by CSU and University of Northern Colorado students, as well as oil and gas workers in Weld County.

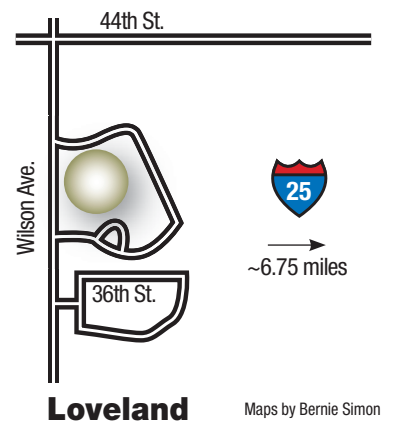
Apartment vacancy rates in Greeley hit an 18-year low of 1.3 percent during the third quarter, according to the Colorado Division of Housing, and average rental rates in Fort Collins shot up to more than \$1,200 per

On the move?

Woodward's HQ is located in six buildings on 39 acres at 1000 E. Drake Road in Fort Collins.



Woodward also maintains three buildings on 37 acres at 3800 Wilson Ave. in Loveland.



Maps by Bernie Simon

month in some parts of the city.

New multi-family products arrived on the market in 2013, alleviating some of the crunch, but most of those units were high-end products, which kept average rents high.

Home sales soar

Even as multi-family vacancy rates remained historically low in Northern Colorado, homes sold at a rate not seen since well before the recession.

From January to October, more than \$1.56 billion in single-family homes changed hands, a 26 percent increase from the \$1.23 billion sold during the same period in 2012.

Brokers had to deal with multiple-offer situations as more people sought out home buying to take advantage of interest rates that remained around 3 percent for half of the year. The average number of days on market dropped substantially as buyers moved quickly to get into homes.



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RETROSPECTIVE 2013



COURTESY OF EAGLE-NET

EAGLE-Net crews have laid down thousands of miles of fiber-optic line across the state.

EAGLE-Net tries to bounce back

EAGLE-Net Alliance, the non-profit that received more than \$100 million from the American Recovery and Reinvestment Act's Broadband Technologies Opportunity Program in 2010, continued its troubled path in 2013 as it faced increased scrutiny from lawmakers concerned about the broadband network builder's ability to complete a network in Colorado.

In October, the company told lawmakers that it had just \$8.4 million remaining of the \$100.6 million grant it received from the federal government.

TOP STORY TECHNOLOGY

EAGLE-Net has faced harsh criticism from lawmakers and

others who accused it of using taxpayer dollars to compete with private-sector Internet service providers and laying fiber optics in areas

► See **Technology**, 17



JONATHAN CASTNER

Brad Brown, manager of Full Cycle in Fort Collins, does a custom fitting for a bicycle customer. Bicyclists and fans converged on the city for the final stage of the USA Pro Challenge cycling race.

Pro Challenge pedals through NoCo

America's biggest professional cycling race was routed through Northern Colorado for the first time in 2013, following months of work by community members from Fort Collins, Loveland, Windsor and Estes Park to win a bid for a leg of the week-long race.

Thousands of volunteers and fans turned out for the USA Pro Challenge, which began in Loveland and circled through Estes Park before ending with a finish-line party in Old Town Fort Collins on the second-to-last day of the race, which lasted a week in total.

TOP STORY TOURISM

NoCo race organizers said they will not pursue a bid to host the race in 2014, following September's historic flooding. Counties and municipalities should focus on recovery, officials said, and put resources into those efforts rather than the race. Organizers plan to bring the race back to Northern Colorado in 2015.



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RETROSPECTIVE 2013

Ten companies to watch in 2014

BUSINESS REPORT STAFF

news@ncbr.com

Some are planning major expansions or restructuring. Some are poised for explosive growth. Others are facing some daunting challenges. But we expect all of them to be making news next year. Here are our picks, in alphabetical order, for the 10 Northern Colorado companies to watch in 2014:



COURTESY WWW.ADVANCED-ENERGY.COM

Advanced Energy in Fort Collins.

Advanced Energy Industries Inc.

1 Advanced (Nasdaq: AEIS) has emerged from a restructuring that it believes will reduce costs by \$72 million in 2014. Analysts have noted the company's progress, with Needham & Co. rating the stock as a buy and raising its price target to \$27 from \$23. The company has a three-year goal to achieve \$3 growth in earnings per share.

Advantage Bank

2 This Loveland-based institution has been under strict supervision by banking regulators since 2009. Key health indicators steadily deteriorated during 2013, and 2014 may be a make-or-break year for the bank

**Avago Technologies Inc.**

3 Avago (Nasdaq: AVGO) plans to buy data storage and network company LSI Corp. (Nasdaq: LSI) for \$11.15 per share in a \$6.6 billion cash transaction. Avago, a major player in the wireless communications business, already has a strong presence in Fort Collins with three expansions announced at its Ziegler Road campus

within the past three years. Once the LSI acquisition closes during the first half of 2014, Avago will have combined employment of more than 1,000 people in Fort Collins and \$5 billion in revenue. Details of how the merger will affect both companies aren't yet known, but employees say they hope they learn more soon.

Banner Health

4 The health system's construction of a hospital in Fort Collins could be seen as a power play by competitors, and will bolster membership numbers for its partner in the Northern Colorado region, Kaiser Permanente passed 10,000 members in Northern Colorado in 2013 and is poised for even more growth as Banner Health's reach widens.



COURTESY BANNER HEALTH

McKee Medical Center in Loveland.



COURTESY BRINKMAN

Brinkman building under construction in downtown Loveland.

Brinkman Partners

5 The real estate construction, acquisition and management company has nearly doubled its staff since the recession ended and has opened a new office in downtown Fort Collins. The year 2014 will see the construction of a new headquarters for the company, with space for even more growth.

CBRE

6 The world's largest commercial real estate company laid its claim to Northern Colorado in 2013, adding an office filled with brokers poached from existing Northern Colorado firms. The Fortune 500 company will have an impact on both the face of real estate and economic development in the region in 2014.

Encana Corp.

7 Encana (NYSE: ECA), which drills natural-gas wells around Erie, returned to profitability this year after posting losses. The company earned \$188 million during the third quarter versus a \$1.2 billion loss during the same period a year earlier. Led by a new chief executive, former BP executive Doug Suttles, the company plans to ramp up liquids production by 30 percent in 2014. Encana is suspending drilling in the Piceance Basin on the Western Slope, but in



COURTESY ENCANA CORP.

Encana Corp. hopes to continue its turnaround in 2014.

Northern Colorado it will invest \$250 million to \$300 million in 2014.

Noble Energy Inc.

8 Noble (NYSE: NBL) will invest \$2 billion in Northern Colorado in 2014, up from \$1.4 billion in 2013 as it aims to capitalize on the ongoing oil boom. It's not alone, of course. Anadarko, based in The Woodlands, Texas, will invest \$1.7 billion, up from \$1.5 billion in 2013. Denver-based PDC Energy will invest \$469 million, a 72 percent increase from the \$272 million invested in 2013.



BUSINESS REPORT FILE PHOTO

OtterBox employees run packing and shipping operations.

OtterBox

9 In 2013, Fort Collins-based OtterBox acquired its largest rival, mobile-case manufacturer LifeProof, for \$325 million, according to Moody's Investors Service. OtterBox says it has set aggressive goals for 2014, with plans to expand its manufacturing internationally and main-

tain its position as a global industry leader. Meanwhile, it is contesting a lawsuit filed by a former employee turned whistleblower who accused the company of underpaying import taxes from products manufactured in China. OtterBox is vigorously contesting the matter and has asked the court to dismiss the lawsuit.

University of Colorado Health

10 UC Health is growing up and down the Front Range, with hospitals from Colorado Springs to Cheyenne, Wyo. The organization will find a new leader in 2014 to replace its CEO and president who stepped down in 2013, and to help guide the massive system into a new, reformed future.

WORKFORCE & EDUCATION

14 | Manufacturers List
15 | Payroll Service Providers List
20 | Certified Public Accounting Firms List

Job-seekers, economic development meet at workforce center

BY MOLLY ARMBRISTER
 marmbrister@ncbr.com

When Jacob Castillo took over at the helm of the Larimer County Workforce Center, the economic development field in Larimer County saw a new player arrive to help bring companies to the area, creating the jobs needed by those who seek employment assistance at the workforce center.

In addition to administering the enterprise zone tax-credit program and serving as liaison to the Workforce Investment Board, Castillo also took on the new role of economic development manager for the county, advocating for businesses and presenting incentive requests to the Larimer County Board of Commissioners.

The county often is limited in the kinds of incentives it can provide, Castillo said, but one tool that has proved useful is the business personal property tax rebate, in which the county rebates taxes collected on personal property for businesses.

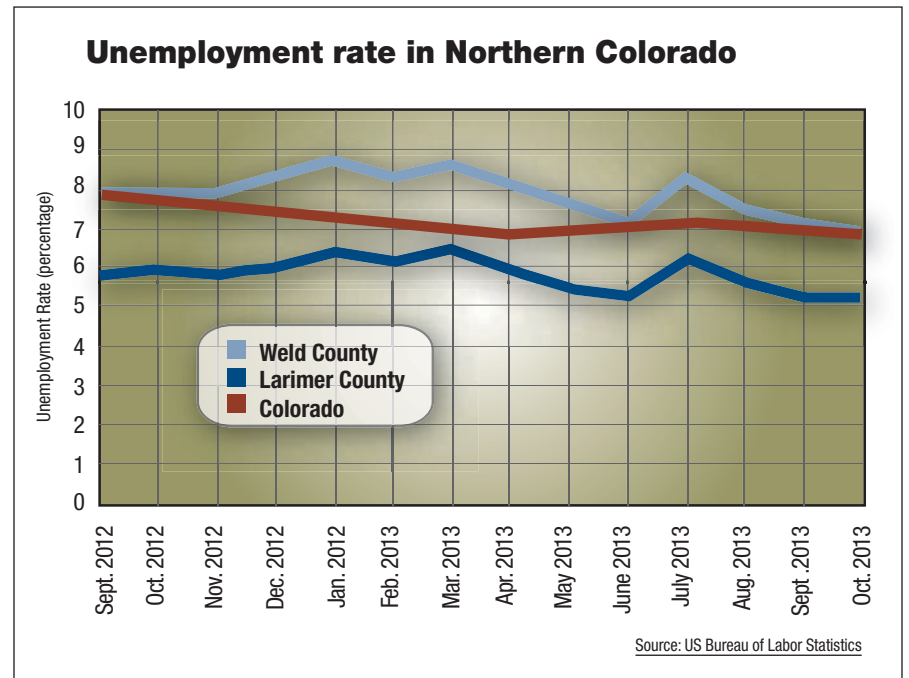
In September, the county adopted an economic development policy to help guide the way business incentives are handled, Castillo said. It's his job to bridge the gap between the two.

"I try to make the tie between workforce development and economic development," he said. This includes working with businesses to determine what kinds of employees they need and implementing programs that will produce those employees. Most recently, Castillo has helped obtain incentives for expansions at Avago Technologies in Fort Collins and Value Plastics Inc. in Loveland.

When he started about 14 months ago, Castillo sat down with business leaders in Larimer County to gather intelligence about what was needed to add a human element to economic development.

"They say, 'Larimer County is a great place to operate a business, but sometimes it's hard to find the right talent,'" he said.

For example, Castillo heard often



that there are not enough skilled manufacturing workers here. To remedy that, the workforce center worked with Front Range Community College to implement a curriculum that would teach students the skills need-

ed to work in manufacturing. After graduation, the workforce center can help those students find manufacturing jobs.

Maintaining a flow of talented

► See **Workforce, 16**

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Avago Technologies did not respond in time to be included on the list. N/A-Not Applicable

Researched by Mariah Tauer

Source: Business Report Survey



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|------|---|--|--|--|---|---|
| 1 | TLC PAYROLL & INSURANCE 201 S. College Ave. Fort Collins, CO 80524 970-568-8613 /N/A | 8,500 N/A | 500 10 | Payroll and health insurance services for businesses with one to 2,500 employees. | kevin@tlcpayroll.com www.tlcpayroll.com | Kevin Welch CEO/president 2010 |
| 2 | EMPLOYER SOLUTIONS GROUP 3760 E. 15th St., Suite 201 Loveland, CO 80538 970-612-2022/970-612-2021 | 1,735 \$43,796,602 | 62 6 | Human resources expertise, payroll and administrative services, creative benefit offerings and employer liability reduction. | mlunn@esghr.com www.esghr.com | Meribeth Lunn vice president 1997 |
| 3 | FIRST PRIORITY PAYROLL 2842 Claremont Drive Fort Collins, CO 80526 970-204-9449/970-204-9669 | 1,100 N/A | 100 4 | Accounting, auditing, bookkeeping and payroll services. | firstprioritypayroll@fppnow.com www.firstprioritypayroll.com | Fred Martin president 2001 |
| 4 | FRAYER & ASSOCIATES CPA PC 501 Stover St. Fort Collins, CO 80524 970-419-3200/970-419-3201 | 200 \$2,340,236 | 35 4 | Payroll, formal financial statements, employee benefits and certified QuickBooks adviser, health insurance and retirement plans. | mfrayercpa@yahoo.com www.frayrandassociates.com | Mona F. Frayer CPA 1990 |
| 5 | CHECKMARK INC 323 W. Drake Road, Suite 100 Fort Collins, CO 80526 800-444-9922/970-225-0611 | N/A N/A | 5,500 12 | Federal, state and local withholding calculations, tax payments, W-2s, 1099s, checks, direct deposit, payroll reporting, 940, 941, 943, 944, human resources, time and attendance. | sales@checkmark.com www.checkmark.com | Mohammed Ghani president/CEO 1984 |
| 6 | FREELANCE BEAN COUNTER LLC 3242 Pepperwood Lane Fort Collins, CO 80525 970-682-2466/970-682-2466 | N/A \$2,500 | 35 3 | Bookkeeping, accounting and business services, including Quickbooks, payroll and sales tax returns. | molly@freelancebeancounter.com www.freelancebeancounter.com | Molly Hoff owner 2012 |

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

Researched by Mariah Tauer

Source: Business Report Survey

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BUSINESS NEWS DIGEST

What follows is a compilation of online news reported in the Northern Colorado Business Report for the period Dec. 11-20. Find the full stories at ncbr.com by typing the headline into the search window at the top of the homepage

Oil industry group disputes fracking findings

The Colorado Oil & Gas Association is disputing a new study that suggests that chemicals known to harm human reproduction in the Colorado River are tied to hydraulic fracturing. Doug Flanders, COGA's director of policy and external affairs, issued a statement calling the study's link between drilling and chemicals known as endocrine disruptors "shortsighted." The study from researchers at the University of Missouri-Columbia and the U.S. Geological Survey who collected water samples from the Colorado River and water wells near oil and gas development in Garfield County found chemical activity linked to cell destruction. The study is published in the journal *Endocrinology*.

Posted Dec. 20.

Vestas expands Colorado Production for Texas products

WINDSOR – Vestas Wind Systems A/S (OMX: VWS) factory workers in Brighton and Windsor will fill an order for additional V100-2.0 megawatt turbines from EDF Renewable Energy for two wind-energy projects. Vestas announced the order in September, but it has been increased from 750 megawatts to 1,174 megawatts. The projects, known as Hereford 1 and Longhorn North, are located in the Texas panhandle. The Hereford 1 project will feature 50 V100-2.0 megawatt turbines, while the Longhorn North project will include 100 units of the same turbine. Deliveries and commissioning for both projects are expected to occur in the second half of 2014.

Posted Dec. 20.

State unemployment hits five-year low

The November unemployment rate in Colorado reached its low-

est point since 2008 at 6.5 percent, according to the latest data from the Colorado Department of Labor and Employment. Unemployment has not been this low since December 2008, when the rate was 6.1 percent. Rates also dropped in Northern Colorado, with unemployment in the Fort Collins-Loveland metropolitan statistical area dropping to 5 percent from 5.8 percent in November 2012. In Greeley, the rate dropped even more steeply, from 7.9 percent in November 2012 to 6.3 percent.

Posted Dec. 20.

Creative leadership award nominees sought

Colorado is seeking those leaders who have done the most to advance the state's creative sector. Nominations for the 2014 Governor's Creative Leadership Awards, a program offered by the Colorado Office of Economic Development and International Trade's Creative Industries Division, will be accepted through 4 p.m. Feb. 27. The awards will be announced in May during the third annual Colorado Creative Industries Summit. Nominations are sought in the following categories: Arts and creative place-making; arts and community action; arts and social change. Visit www.coloradocreativeindustries.org/communities/nomination-instructions for online nominations.

Posted Dec. 19.

Funding for FLEX bus routes extended

FORT COLLINS – The FLEX regional public transportation route serving Fort Collins, Loveland, Berthoud and Longmont will continue service through 2014 and beyond. Those municipalities and Boulder County announced that funding for this service has been extended through contributions from each community partner. FLEX, operated by Transfort, the city of Fort Collins' transportation system, has for three years been connecting Fort Collins and its neighboring communities to the south, with links to Regional Transportation District service into the Boulder and Denver metro areas.

Posted Dec. 18.

More delays as Foothills financing pact put off

FORT COLLINS – Fort Collins City Council will have to wait another month before it decides on an updated \$53 million public financing agreement for the Foothills mall redevelopment plan. Council was supposed to take up the mall's finance package at the Dec. 17 meeting, but the matter will be pushed back until Jan. 14. The decision comes four days after the Business Report published a special report on other delays that have plagued the high-profile redevelopment in the past six months. It was supposed to have broken ground last summer. A variety of problems with rising costs, changes in scope and contract negotiations between the city and the developer have kept the project from breaking ground.

Posted Dec. 17.

Noble Energy to spend \$2 billion in NoCo

Noble Energy Inc. (NYSE: NBL) said it would invest \$2 billion next year in the Denver-Julesburg Basin, a region that includes Northern Colorado. Noble Energy, one of the largest oil and natural-gas producers in Weld County, spent about \$1.4 billion in the D.J. Basin this year. Noble Energy's spending represents the lion's share of the Houston-based company's \$4.8 billion capital budget for 2014. Noble Energy made the announcement as part of a presentation to analysts in Houston. The company plans to drill 320 horizontal wells in the D.J. Basin and anticipates sales volumes will increase 28 percent in the region next year. Noble Energy expects production to grow 23 percent annually during the next five years.

Posted Dec. 17.

Ventria places alleged Seed thief on leave

FORT COLLINS – Ventria Bioscience has placed on leave an employee accused of stealing seeds from the Fort Collins-based company. Ventria Bioscience is cooperating with authorities in the matter,

chief executive Scott Deeter told the Business Report in an email. Weiqiang Zhang, 47, a Chinese national and employee in Ventria's Junction City, Kan., facility, is charged with conspiring to steal seeds developed by Ventria, Wichita Public Radio reported. Authorities found stolen seeds in the luggage of a Chinese delegation preparing to board a plane for China last August.

Posted Dec. 16.

Elder Construction expanding in Windsor

WINDSOR – Elder Construction, a Colorado Springs-based company with a facility in Loveland, is expanding to a new location at 7380 Greendale Road in Windsor. The new facility will include 9,500 square feet of office space and a lot that could allow for future expansion, according to a release from the town of Windsor. Elder Construction is a 20-year-old company founded in Colorado Springs by Tom Elder. The company opened the Loveland office at 471 Denver Ave. in 2009.

Posted Dec. 13.

UNC Monfort business college dean to step down

GREELEY – Don Gudmundson will step down Dec. 31 as dean of the Monfort College of Business at the University of Northern Colorado. Assistant Dean Karen Turner will serve as interim dean for the college beginning Jan. 1 as UNC conducts a national search for a permanent replacement. Gudmundson has served as dean for the past six years. Gudmundson has made several contributions to the college, including helping develop the upcoming Master of Business Administration program, remodeling the Financial Education Center as well as launching the school's new business incubator, Master of Accounting program and Global Business and Entrepreneurship minors. Turner, chair of accounting, has served as a UNC faculty member since 2005. She will work with faculty on activities related to accreditation, the business incubator and the MBA program.

Posted Dec. 12.

WORKFORCE from 13

people who are either already trained or easily can be trained on the job is vital to Northern Colorado's companies, especially those in industries poised for expansive growth in coming years, according to Yvonne Myers, health systems director at Columbine Health Systems.

Caring for seniors is Columbine's specialty, and with the impending "silver tsunami," or influx of baby boomers entering retirement, the company is aware that it is entering a growth phase and will need to be able to attract and hire the talent to staff its facilities, Myers said.

Conversations about workforce development are happening all around Larimer County, Myers said, but it is still difficult to get companies to come to the table and discuss what they need.

"We're getting better, but we're not there yet," Myers said.

Castillo has plans to continue improving in the new year. The workforce investment board will focus on three types of job-seekers in 2014, he said.

"STEAM" occupations, – those jobs in science, technology, engineering, arts and math – are first on the

board's list, along with "middle-skill" occupations, which are those held by people with more than a high school diploma, but less than a four-year degree.

The board also will focus on those looking for leadership roles, which is a group that most don't associate with the workforce center. Many people don't see career counseling as something that is used past a certain point in a person's career, but the center works with everyone from youth to professionals holding Ph.Ds, Castillo said.

While the unemployment rate in Larimer County is better than most

of the state's, and has fallen steadily over the past year, from 5.9 percent to 5.1 percent year-over-year in October, Castillo says there is still room for improvement.

"Underemployment needs to be addressed," he said. "And even though the unemployment rate is down, I don't want to gloss over the fact that there are still people looking for work."

So the conversation continues.

"We keep working with businesses to address specific needs," Castillo said, "and then find people who meet those needs."

5 steps to career success in year ahead

Business moves at a fast-forward pace. If we are just going through the motions at work or resting on past laurels, we soon will be left behind. Career planning is vital in today's ever-changing market.

Whether you have a job you love or are looking for your next opportunity, it is equally as important to manage your career. What is calling you now? Where to next? And, what do you need to do to get there?

The following five career resolutions will keep your options open and ensure that you have as much control over your career as possible. More importantly, these steps can help us live and work with greater purpose and meaning.

1. Take the pulse of your values

Do a check-in about what matters most to you today. Many of us are operating based on outdated values or beliefs about life and work that no longer serve us. Identify your top 10 values based on your current needs and desires.

Values may include job location, work schedule, level of responsibility, a desire for recognition, creativity in one's work or a commitment to the environment. This is far from an exhaustive list. Once we are clear

about our values, career decision-making becomes much easier.

For example, you may have spent the past 10 years traveling extensively for work in exchange for a high salary. A change in your family or your own health issues may help you decide to look for a new position even if it means taking a significant cut in pay.



CAREERS
Carrie Pinsky

2. Get inspired

Whether you are looking to make a change or simply want to keep the job you have, revive your passion for the work you do. People who are inspired and engaged in their careers have a glow about them that is hard to resist.

Commit to learning and trying new things. Join a meet-up group of like-minded professionals. Read a biography about someone who worked against the odds to achieve something miraculous. Log on to Coursera and take a free online course. Walk across hot coals with Tony Robbins. Inspiration is found when we move outside our comfort zones.

Attending national conferences is another way to re-establish a connection to our careers and grow our professional networks. Take advantage of early bird registration fees. Offset costs by signing up to volunteer. Volunteering has the added bonus of putting you behind the scenes with speakers and other key players in your field.

3. Polish your online presence

Do an online search for your name. Your LinkedIn profile is likely

to show up at the top of the page. Do you like what you see? Maybe it is time for a new headshot. Perhaps your summary section can be expanded to include new skills or offerings.

Many of us ignore our online profiles until we are in search mode. If you cringe at the thought of a potential employer or client looking at your profile, you have some work to do. Commit to keeping your online image up to date just as you would a personal website.

Beyond updating your profile, spend 15 minutes a day participating in discussions, sharing interesting articles, writing recommendations, and offering kudos to people who do good work.

I recently "endorsed" a colleague for a skill. She promptly sent me a note of thanks. I found it refreshing that she would take the time to acknowledge a standard LinkedIn endorsement! Small actions can have a big impact on the quality of our relationships and on our professional identities.

4. Update your résumé

The résumé is not dead. We still need to convey our worth on paper. Whether you are looking for a new position or not, pull up several job postings for your current job title or for roles to which you aspire. You may be surprised to find that the skills and requirements that employers are seeking have expanded.

Focus on what employers are looking for today. Continually adding the right skills and achievements to your résumé ensures you can respond quickly and effectively to opportunities.

We often need a new résumé in a hurry, so it makes sense that we keep them up to date. It is so much easier to add a bullet when an accomplishment is new and fresh in our minds

than to recall the value we added several years ago.

5. Invest in relationships

If you do nothing else in the coming year, resolve to develop and nurture your relationships. The majority of opportunities come to us through referrals and networking. Still, many of us fail to get out and meet new people, or we get busy and let connections fizzle or fade.

Clients often admit that they are embarrassed to reach out to someone because it has been such a long time since they have been in contact. This is precisely why waiting until we are in job search mode to network is a bad idea. It feels awkward and uncomfortable to reach out in desperation.

Make a habit of having coffee or lunch with people who inspire you. Do life activities you enjoy and get involved in your community. Send a note to your references. Express gratitude for their continued support and inquire how you might serve them in the coming year. If you show sincere interest in others, it is likely that others will take an interest in you.

We all will experience changes and challenges in the coming year. While we cannot completely control our circumstances, a career plan that includes one or more of these resolutions can help you recover quickly and thrive regardless of what comes your way.

Set aside time to ponder the year ahead. Grab a pen and pad, and put a career plan in place. May 2014 be a year in which you resolve to live and work in the most purposeful and rewarding ways possible.

Carrie Pinsky is a freelance writer, job-search coach and training specialist. Reach her at Pink Sky Counseling and Career Services, 970-225-0772 or www.pink-sky.net.

TECHNOLOGY from 11

already served by other companies. The organization also was accused of spending most of its money without fulfilling its core mission of connecting school districts.

EAGLE-Net Alliance said in October that it reached an agreement with broadband provider Affiniti Inc. of Austin, Texas, to manage the organization's network. Affiniti has sought to manage networks of struggling broadband providers backed by the federal stimulus.

2014 Audi A4 2.0T Quattro Premium

\$449^{mo}

36 month lease + tax

Stock #41325. 2014 Audi A4 2.0T quattro Premium lease includes \$3500 due at lease signing. Must qualify for \$1000 Audi Owner Loyalty or Audi Acquisition Program Incentive. 12,000 miles per year. Security deposit waived by Audi Financial Services, with approved credit. Offer expires 1/2/14.



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Truth in Engineering 

2014 Audi A6 2.0T CVT Premium

\$550^{mo}

39 month lease + tax

Stock #41295. 2014 Audi A6 2.0T CVT Premium lease includes \$4500 due at lease signing. Must qualify for \$1500 Audi Owner Loyalty or Audi Acquisition Program Incentive. 12,000 miles per year. Security deposit waived by Audi Financial Services, with approved credit. Offer expires 1/2/14.



BRIEFCASE

CONTRACTS

Fort Collins-based **New Belgium Brewing** on Jan. 27 will begin distributing beer throughout Alabama, its 36th state of distribution. Initial offerings will include Fat Tire, Ranger IPA, Spring Blonde (seasonal), Snapshot Wheat, Shift, Trippel and the Lips of Faith series. The rollout will feature 12-ounce and 22-ounce bottles, 12-ounce cans and draft. New Belgium will partner with Supreme Beverage in the northern part of the state, Gulf Distributing in the southwestern area, Allstate Beverage in south central Alabama and Premium Beverage in the state's east-central portion. All are Miller-Coors distributors.

Denmark-based **Vestas Wind Systems A/S** (OMX:VWS) will continue hiring at its Colorado factories in Brighton and Windsor after the first of the year, thanks in part to another major order for its turbines. Vestas received an order

from Enel Green Power North America Inc. for 350 megawatts of turbines with a potential to increase that to 636 mw. The order is for 75 V111-2.0-mw turbines for the Origin wind power plan in Oklahoma.

The **Colorado State University System** partnered with engineering firm to host two graduate-level courses that are part of a CSU systems engineering program. The four-course program – two classes taught on CH2M HILL's Englewood campus and two classes available online – covers the core curriculum needed for completion of a master's or Ph.D. in systems engineering from CSU in Fort Collins. Classes will begin in January.

FLOOD RELIEF

Loveland-based **American Eagle Distributing Co.** donated \$20,000 to flood recovery efforts in affected communities it serves. The

funds were split between the Business Relief Fund in Loveland, the Weld County Flood Relief Fund and the Lyons Community Foundation/Flood Relief Fund.

KUDOS

Kirk Goble, owner and broker of The Bell 5 Land Co. in Greeley, was named Land Realtor of America by the Realtors Land Institute and received his award Nov. 7 in San Francisco.



Goble

The **city of Fort Collins** received Timberline status from the nonprofit organization Rocky Mountain Performance Excel-

lence awarded the city of Fort Collins Timberline status this month. Timberline status, the second highest level in the state program, recognizes applicants who demonstrate systematic and mature approaches, effective deployment, process learning and process integration.

Fort Collins-based **Metier Law Firm** was named Most Innovative Law Firm of the Year by Acquisition International Magazine. Metier has offices in Fort Collins, Denver and Colorado Springs as well as in Cheyenne and Casper, Wyo.

Jim Cooney, vice provost for international affairs at Colorado State University, accepted the 2013 Confucius Institute Individual Performance Excellence Award, which recognizes ongoing efforts to develop relationships with China. The award was presented Dec. 7 in Beijing by Chinese Vice Premier Liu Yangdong. Cooney was one of 30 international recipients.

Mary Grigsby of St. Joseph Catholic School in Fort Collins is one of 11 teachers from across the United States to receive the 2014 NCEA Distinguished Teacher Award from the Elementary Schools Department of the National Catholic Educational Association. Grigsby, who has been teaching kindergarten at St. Joseph for the past 16 years, has an elementary education teaching degree from the University of San Diego and a master's in curriculum and instruction from California Polytechnic State University in San Luis Obispo. She will be honored on the opening evening of the NCEA's annual convention in April in Pittsburgh.

Richard F. Spillman, a certified public accountant who is a director at Hunt, Spillman & Associates in Fort Collins, was awarded an "honorary membership for life" to the American Institute of Certified Public Accountants.

MOVES

Red Table Café has closed its 224 Linden St. location in Fort Collins and will reopen in April as **Red Table Public House** on the ground floor of the OtterBox building under construction at 331 S. Meldrum St.

NEW PRODUCTS/SERVICES

Fort Collins-based **New Belgium Brewing** will begin distributing beer throughout Alabama on Jan. 27. Initial offerings in its 36th state of distribution will include Fat Tire, Ranger IPA, Spring Blonde (seasonal), Snapshot Wheat, Shift, Trippel and the Lips of Faith series. The rollout will feature 12-ounce and 22-ounce bottles, 12-ounce cans and draft.

OPENINGS

Banner Urgent Care at 1300 Main St. in Windsor will begin seeing patients Jan. 6, becoming the community's only health clinic to specialize in urgent-care medicine. Banner also has clinics at Summit View Medical Commons, 2001 70th Ave., Suite 110, Greeley and Skyline Urgent Care, 2555 E. 13th St., Suite 110, Loveland.

Factory Web Design, a locally owned, full-service web and marketing agency with services ranging from branding and web development to print design, has opened in Fort Collins. It was founded by Brandon Kidd, a web designer who has been in the business for almost a decade. Factory Web Design currently operates remotely, but Kidd has plans to open up a physical location in early 2014. More information at Factorywebdesign.com or 888-944-4646.

Deadline for Briefcase items is three weeks prior to publication. Please email briefcase items to Dallas.Heltzell@dheltzell@bcbr.com with "Briefcase" as subject.



THE BMW
HAPPIER NEW YEAR
EVENT

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*The up to \$4,500 credit is applied against MSRP of final purchase, not title, tax, destination or D&H charges. Credit allowance varies by model, through 1/2/14. For all offer details visit bmwusa.com/offers. Stock number B6988. All units subject to prior sale.
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TIME OUT



COURTESY COLUMBINE HEALTH SYSTEMS

A Dec. 5 celebration in Windsor toasts the grand opening of the Columbine Commons Assisted Living and Columbine Commons Health and Rehabilitation facility. Pictured from left: Tom Bennett, maintenance; Jaque Jenrette, activities director; Keith Ashton, public relations; and Sheila Dorcey, office manager.



COURTESY GREELEY CHAMBER OF COMMERCE

Steve Steele of event host IBMC College in Greeley, left, meets Weston Kurz of Dayspring Christian Academy at a Dec. 11 Business Before Hours event.



COURTESY GREELEY CHAMBER OF COMMERCE

Members of the Greeley Young Professionals steering committee join for a holiday gathering. From left: Tory Orozco, Irene Davila, Alexia Peake, Melissa Gattis, Amie Benson, Emily Boyer, Alex Estevez, Tony Trevino and Ryan Mayeda.



COURTESY GREELEY CHAMBER OF COMMERCE

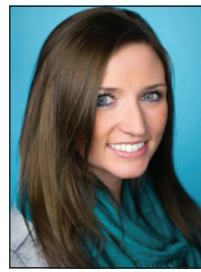
Mike Schwan of the Weld County Department of Public Health, left, chats with Erik Truchses of Contemporary Cook Café and Catering at a Dec. 11 Greeley Chamber of Commerce event.

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

ON THE JOB

ADVERTISING/MARKETING

Old Town Media, Inc., a Fort Collins-based boutique website design agency, hired **Kerrie Luginbill** as marketing manager, expanding the agency's available services beyond website design. Luginbill has a bachelor of arts in journalism and technical communication with a concentration in public relations and a minor in business administration from Colorado State University. For the past five years she has provided marketing and public relations solutions to businesses and organizations as an independent contractor.



Luginbill



Arabasz



Smith

ARCHITECTURE

Fort Collins-based RB+B Architects promoted architects **Matt Arabasz** and **Brianne Smith** to senior associate and associate respectively. Arabasz, with RB+B since 1998, is manager of the \$70 million Kelly Walsh High School project in Casper, Wyo. Smith, who joined RB+B in 2007, is project manager for the new Conservatory Green ECE-8 School in Denver. Both are LEED-accredited professionals.

CONSTRUCTION

David Stolte joined Fort Collins-based Heath Construction as senior project manager. Stolte's 30 years of area experience includes the \$13 million addition to Rockwell Hall at Colorado State University, the \$14 million Larimer County Alternative Sentencing Building and an addition to the Larimer County Sheriff's Office. Stolte previously was senior project manager at Dohn Construction in Fort Collins for 12 years. Before Dohn, he served 16 years as vice president and project manager for Sinnott Builders, another Fort Collins firm.

FOOD/BEVERAGE

Loveland-based beer distributor High Country Beverage announced promotions on its sales team. **Kelli Casteel**, the new business development manager, was promoted from sales coordinator. She has worked with High Country Beverage for seven years. Formerly a tell sell representative for five years, **Lidia Valera** is now a space-planning analyst. **Eric Franecki** becomes a craft and import sales representa-



Casteel



Franecki

tive after five years as an on-premise representative and working in the warehouse. On-premise trainee and special-events specialist **Jordan Levine** was promoted to on-premise sales representative; he will manage the Greeley route.



Levine

GOVERNMENT

Jason Evenson, who was technical services coordinator at the Union Colony Civic Center in Greeley since 2005, was promoted to manager of cultural affairs at Greeley's Culture, Parks and Recreation Department. Evenson has more than 20 years of theatrical experience in a wide variety of positions including booking agent, producer, executive director, consultant, designer, stage manager and all areas of technical support. He also has owned his own business, Evenson Technical Services, a full-service theatrical solutions company, for 12 years.

Gov. John Hickenlooper named Fort Collins Mayor Pro Tem **Gerry Horak** to the Denver Metropolitan Area Regional Air Quality Council.

INSURANCE

Tim Rennau was hired as sales executive in the agribusiness division of Flood and Peterson, which has offices in Greeley, Fort Collins and Denver. Rennau previously was an agribusiness underwriter at Nationwide Agribusiness in Lincoln, Neb. He holds a bachelor's degree in agribusiness from the University of Nebraska-Lincoln.

NONPROFITS

DeAnn Zamora was named membership marketing and youth activities coordinator at Fort Collins-based Realities For Children Inc., an alliance of local businesses invested in making a difference in the lives of children who have been abused and neglected in Larimer County. Zamora holds a master's degree in business administration from Colorado State University and has worked in a variety of marketing positions in for-profit and nonprofit industries. Most recently, she was marketing manager at Court Appointed Special Advocates of Larimer County.

CALENDAR

THROUGH JAN. 20: TREE RECYCLING

The city of Fort Collins and Larimer County again are sponsoring an annual **Christmas Tree Recycling Program**, a free service for Fort Collins residents. Post-holiday, undecorated trees can be taken to one of five designated drop-off locations: Edora Park, 1420 E. Stuart St. (tennis court parking lot); Larimer County Landfill, 5887 S. Taft Hill Road (8 a.m. to 4:30 p.m. Monday through Saturday); Rolland Moore Park, 2201 S. Shields St. (southeast corner of the parking lot); Fort Collins Streets Facility, 625 Ninth St. (southwest corner of Vine and Lemay); and the Wellington Recycling Drop-Off Site at Sixth Street and Grant Avenue. Collected trees will be processed into wood mulch suitable for yard projects. Later in the spring, the mulch will be offered to the public for free at the Larimer County Landfill. More information at fcgov.com/recycling.

JAN. 3: CHAMBER COMMITTEE

The Greeley Chamber of Commerce's **Local Government Business Affairs Committee** will meet at 7:30 a.m. at the Chamber office, 902 Seventh Ave., Greeley.

JAN. 9: MANAGING FOR PERFORMANCE

A class on "**Managing for Impeccable Performance**" will be held from 8 to 9:30 a.m. at the Loveland Police Services Building, 810 E. 10th St., Loveland. Pre-registration required at www.larimerworkforce.org/business. For more information, contact Catherine MacGowan at 970-498-6665.

Deadline for calendar items is three weeks prior to publication. Please email calendar items to Dallas Heltzell at dheltzell@bcbr.com with "Calendar" as subject.

BUSINESS
REPORT

LIST

Largest Certified Public Accounting Firms

Ranked by number of local accountants

| RANK | Company | No. CPAs local No. offices local No. offices total | Employees 2013 Employees 2012 | Areas of specialty | Phone Email Website | Person in charge Year founded |
|------|--|--|----------------------------------|--|---|--|
| 1 | EKS&H 1321 Oakridge Drive Fort Collins, CO 80525 | 25 1 3 | 35 26 | Audit, tax planning and business consulting services, including financial modeling, business valuation, strategic planning, business transition planning and real estate cost segregation. | 970-282-5400 cotto@eksh.com www.eksh.com | Chris Otto, partner 2005 |
| 2 | SAMPLE & BAILEY CPA PC 375 E. Horsetooth Road, Building 4, Suite 200 Fort Collins, CO 80525 | 21 1 1 | 40 41 | Tax and tax planning, audits, reviews, compilations, financial/retirement planning, business valuation. | 970-223-8825 sfischer@sampleandbailey.com www.sampleandbailey.com | Denise Juliana, managing shareholder Roger L. Sample, president 1979 |
| 3 | SOUKUP, BUSH & ASSOCIATES CPAS PC 2032 Caribou Drive, Suite 200 Fort Collins, CO 80525 | 15 1 1 | 21 18 | Tax, business valuation, cost segregation, auditing and accounting. | 970-223-2727 scott@soukupbush.com www.soukupbush.com | Scott Bush, president 1989 |
| 4 | ANDERSON & WHITNEY PC 5801 W. 11th St., Suite 300 Greeley, CO 80634 | 13 1 1 | 24 24 | Agriculture, litigation support, small businesses consulting, financial and estate planning, retirement planning, auditing various industries including nonprofit, banking, health care, local government. | 970-352-7990 larry@awhitney.com www.awhitney.com | Larry Atchison, president 1968 |
| 5 | KENNEDY AND COE LLC 6125 Sky Pond Drive, Suite 200 Loveland, CO 80528 | 12 1 11 | 35 34 | Business consulting, accounting and audit services, estate, finance and retirement planning. Industry expertise in the several areas. | 970-685-3500 jtamburr@kcoe.com www.kcoe.com | Jeff Wald, member 1932 |
| 6 | RLR LLP 1235 Riverside Ave. Fort Collins, CO 80524 | 8 2 3 | N/A 17 | Business consulting, taxes, audits, payroll, accounting systems valuation and litigation support. | 970-692-5300 info@rlrcpas.com www.rlrcpas.com | A. Scott Rulon Robert Dickerson, partners 1980 |
| 7 | DYE & WHITCOMB LLC 4115 Boardwalk Drive, Suite 108 Fort Collins, CO 80525 | 7 1 1 | 9 N/A | N/A | 970-207-9724 jkdye@dyewhitcomb.com www.dyewhitcomb.com | James K. Dye, principal 1999 |
| 8 | BROCK AND CO. CPAS PC 3711 JFK Parkway, Suite 315 Fort Collins, CO 80525 | 6 1 5 | 41 50 | Construction, real estate investors/developers, tax and estate planning, high net worth individuals, business advisory services, audits, reviews and compilations, audits of employee benefit plans. | 970-223-7855 sjohnson@brockcpas.com www.brockcpas.com | Susan R. Johnson, director 1956 |
| 9 | ANTON COLLINS MITCHELL LLP 3545 W. 12th St., Suite 201 Greeley, CO 80634 | 6 1 3 | 11 8 | Audits of governmental entities, nonprofit organizations, and companies in the construction and high-tech industries. Personal and business income tax preparation and consulting. | 970-352-1700 rwatkins@acmlp.com www.acmlp.com | Randy Watkins, partner 1978 |
| 10 | NORCO CPAS LLC 6500 W 29th St., Suite 260 Greeley, CO 80634 | 6 1 1 | 9 7 | Tax planning/prep. CFO consulting, reviews, compilations, strategic business planning, internal controls, cash flow management, small business accounting, QuickBooks services. | 970-351-7480 d.spencer@norcocpas.com www.norcocpas.com | Dianne Spencer, owner 2010 |
| 11 | BARTELS & CO. LLC CPAS 7251 20th St., Building D-1 Greeley, CO 80634 | 5 1 1 | 9 9 | Tax planning and preparation, audits, reviews, compilations, bookkeeping; small business, estate planning. | 970-352-7500 rich@bartelscpa.com www.bartelscpa.com | Richard J. Bartels, managing partner 1990 |
| 12 | GATES, KIRBY & CO. PC 300 Boardwalk Drive, Building 5B Fort Collins, CO 80525 | 5 1 1 | 8 8 | Tax return preparation and planning. Audits, reviews and compilations. QuickBooks and general business consulting. | 970-226-1704 tom@gateskirby.com www.gateskirby.com | Tom L. Gates, president 1984 |

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

Researched by Mariah Tauer

Source: Business Report Survey



Community Foundation
of NORTHERN COLORADO



COLORADOGIVES.ORG
A program of Community First Foundation




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12.10.13
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THANK YOU to the generous sponsors who helped to make this day possible

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*Figures are preliminary estimates and do not include incentives or prizes. Final totals will be announced in January.

BANKRUPTCIES

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

This information is obtained from SKLD Information Services.

FORECLOSURES

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

STATE TAX LIENS

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

JUDGMENTS

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

WARRANTY DEEDS

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

BANKRUPTCIES

Larimer County

Chapter 7

JULIA LYNN CASTANO, 2700 CANTERBURY DR, FORT COLLINS; CASE #2013-29933, DATE FILED: 12/4/2013

ARNOLD LEROY JR TRUJILLO, 3454 SILVER LEAF DRIVE, LOVELAND; CASE #2013-29938, DATE FILED: 12/4/2013

BLAINE DONAVON FOSSEN, 2248 SOUTH DEL NORTE DR, LOVELAND; CASE #2013-29943, DATE FILED: 12/4/2013

DAVID S BOWEN, 939 CONIFER PLACE, LOVELAND; CASE #2013-30009, DATE FILED: 12/5/2013

RICHARD HAROLD II WULF, 1131 2ND ST SE, LOVELAND; CASE #2013-30037, DATE FILED: 12/6/2013

MICHAEL J GLASS, 600 LAVASTONE AVE, LOVELAND; CASE #2013-30039, DATE FILED: 12/6/2013

CARMEN MARIE WOODLAND, 4339 GOLF VISTA DRIVE, LOVELAND; CASE #2013-30044, DATE FILED: 12/6/2013

MICHAEL KELLY REED, 3717 S TAFT HILL RD #188, FORT COLLINS; CASE #2013-30057, DATE FILED: 12/6/2013

AIMEE LYNNE CONLON, 5151 BOARDWALK DR, FORT COLLINS; CASE #2013-30064, DATE FILED: 12/7/2013

ANDREW LEWIS GRANT, 172 STARBRIGHT COURT, WELLINGTON; CASE #2013-30099, DATE FILED: 12/7/2013

JAMES ALFRED JOHNSON, 2100 S GARFIELD AVE APT 103, LOVELAND; CASE #2013-30240, DATE FILED: 12/11/2013

BRETT MICHAEL SHAFER, 7860 HANDY CT, FORT COLLINS; CASE #2013-30241, DATE FILED: 12/11/2013

CLEVE PAUL JOHNSON, 4412 E MULBERRY ST # 212, FORT COLLINS; CASE #2013-30243, DATE FILED: 12/11/2013

MANN DALLAS JAMES, 601 E 41ST ST, LOVELAND; CASE #2013-30246, DATE FILED: 12/11/2013

JOCELYN MARIE WOLF, 2512 W LAUREL STREET, FORT COLLINS; CASE #2013-30264, DATE FILED: 12/11/2013

DONNYALE AMBROSINE LUCKETT, 2421 ROCKY MOUNTAIN AVE UNIT 20, LOVELAND; CASE #2013-30271, DATE FILED: 12/12/2013

ROBERT JOEL COINER, 3190 TACANEY PL, LOVELAND; CASE #2013-30273, DATE FILED: 12/12/2013

SHAWN RICHARD WALKER, 421 WALKER WAY, FORT COLLINS; CASE #2013-30284, DATE FILED: 12/12/2013

ASHLI JUSTINE BRADLEY, 1523 PEACOCK PL, LOVELAND; CASE #2013-30286, DATE FILED: 12/12/2013

ERICH HOSTETLER, 249 NORTH HARRISON AVE, LOVELAND; CASE #2013-30323, DATE FILED: 12/13/2013

CYNTHIA MARILYN DREXLER, 3501 RIVA RIDGE DRIVE, FORT COLLINS; CASE #2013-30353, DATE FILED: 12/13/2013

Chapter 13

RICK PHILLIP MARQUEZ, 4140 LA JUNTA DRIVE, LOVELAND; CASE #2013-29961, DATE FILED: 12/4/2013

ANNA BELLE FARMER, 2287 MOUNT MEEKER CT, LOVELAND; CASE #2013-30234, DATE FILED: 12/11/2013

NATHAN CHAN, 1114 NASSAU WAY, FORT COLLINS; CASE #2013-30321, DATE FILED: 12/13/2013

MARGERY ELLEN GRELL, 821 WHITE ELM DRIVE, LOVELAND; CASE #2013-30338, DATE FILED: 12/13/2013

Weld County

Chapter 7

SASHA IVETTE CABRIALES, 12027 LEYDEN ST, BRIGHTON; CASE #2013-29912, DATE FILED: 12/4/2013

MELISSA JON RONQUILLO, PO BOX 337564, GREELEY; CASE #2013-29923, DATE FILED: 12/4/2013

AMANDA ELAINE ORTIZ, 7391 HWY 66, PLATTEVILLE; CASE #2013-29925, DATE FILED: 12/4/2013

MITZE FLORES TAN, 2622 ASPEN AVE, GREELEY; CASE #2013-29927, DATE FILED: 12/4/2013

LOIS JOAN WOLBACH, 3770 W 24TH STREET APT E25, GREELEY; CASE #2013-29929, DATE FILED: 12/4/2013

MICHAEL JULIUS GREGOR, 15816 CAROLINE AVE, FORT LUPTON; CASE #2013-29939, DATE FILED: 12/4/2013

NORMA ALICIA LOYA, 419 PARK AVE, EATON; CASE #2013-30006, DATE FILED: 12/5/2013

CYNTHIA LYN MONTEZ, 1427 3RD ST, FORT LUPTON; CASE #2013-30023, DATE FILED: 12/5/2013

RICHARD M MAROSTICA, 4977 W 3RD, GREELEY; CASE #2013-30026, DATE FILED: 12/5/2013

MARISOL GARCIAARRILLO, 19500 HWY 14, AULT; CASE #2013-30040, DATE FILED: 12/6/2013

LESLEE TARA HATTON, 705 6TH STREET, KERSEY; CASE #2013-30054, DATE FILED: 12/6/2013

FELIPE QUINTANA GREGORIO, 1421 HUMMINGBIRD CR, BRIGHTON; CASE #2013-30149, DATE FILED: 12/7/2013

TERA DOBRATZ, 9720 E 151ST PLACE, BRIGHTON; CASE #2013-30166, DATE FILED: 12/10/2013

JAMES W LEARNED, 571 RIO RANCHO WAY, BRIGHTON; CASE #2013-30205, DATE FILED: 12/11/2013

MICHAEL CHRISTOPHER HIGNEY, 329 S 25TH AVE, BRIGHTON; CASE #2013-30258, DATE FILED: 12/11/2013

MICHAEL A REYNOSO, 5054 PALOMA ST, BRIGHTON; CASE #2013-30275, DATE FILED: 12/12/2013

JULIO ARMANDO DIAZ, 614 35TH ST, EVANS; CASE #2013-30278, DATE FILED: 12/12/2013

MARCO VALENZUELA, 7307 POUDRE VISTA DRIVE, GREELEY; CASE #2013-30300, DATE FILED: 12/12/2013

JON RICHARD POULOS, 911 44TH AVENUE COURT #5, GREELEY; CASE #2013-30336, DATE FILED: 12/13/2013

MAXINE L KIMBLE, 505 9TH AVE #207, GREELEY; CASE #2013-30337, DATE FILED: 12/13/2013

LIOLANDA J LANG, C/O 3410 CLAREMOUNT AVE, EVANS; CASE #2013-30360, DATE FILED: 12/13/2013

Chapter 13

SUYAPA OVIEDO DEOLIVA, 218 S WALNUT ST, LA SALLE; CASE #2013-29910, DATE FILED: 12/4/2013

CHRISTOPHER THOMAS MOLLOY, 10241 BARRON ST, FIRES-TONE; CASE #2013-29970, DATE FILED: 12/4/2013

CHERYL L FINCH, 77 NORTH 45TH AVENUE, BRIGHTON; CASE #2013-29975, DATE FILED: 12/5/2013

RACHAEL A PENAFLOR, PO BOX 38, GILCREST; CASE #2013-29992, DATE FILED: 12/5/2013

CLAY T HAYDEN, 1515 BELLA VISTA DRIVE, PLATTEVILLE; CASE #2013-30014, DATE FILED: 12/5/2013

DONALD WILFRID GEE, 1350 JES-SUP ST, BRIGHTON; CASE #2013-30098, DATE FILED: 12/7/2013

WILLIAM TROY NILLES, 887 MOCKINGBIRD LANE, BRIGHTON; CASE #2013-30269, DATE FILED: 12/12/2013

FORECLOSURES

Larimer County

BORROWER: KEVIN STASEK, 1452 GLORIA CT, LOVELAND. LENDER: GREEN TREE SERVICING LLC, AMOUNT DUE: \$155074. CASE #85065. 11/21/2013

BORROWER: BYRAMANN & ROBERT C GIVEN, 5519 N SAINT LOUIS AVE, LOVELAND. LENDER: FIRST TECHNOLOGY FEDERAL CREDI, AMOUNT DUE: \$50708. CASE #85066. 11/21/2013

BORROWER: MICHAEL L LEFKE, 1854 CORRIEDALE DR, FORT COLLINS. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$154785. CASE #85067. 11/21/2013

BORROWER: JEFFREY M NORQUAY, 450 W 1ST ST, LOVELAND. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$127838. CASE #85068. 11/21/2013

BORROWER: NORMAN L & JANICE M JACKSON, 250 FALL RIVER LN, ESTES PARK. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$65577. CASE #86620. 11/27/2013

BORROWER: HELEN F WENDLING, 370 PONDEROSA AVE, ESTES PARK. LENDER: ONEWEST BANK FSB, AMOUNT DUE: \$340009. CASE #86625. 11/27/2013

BORROWER: GORDON THOMAS SHARP, 1906 E 18TH ST, LOVELAND. LENDER: FIRSTBANK, AMOUNT DUE: \$65334. CASE #86626. 11/27/2013

BORROWER: JONATHAN TODD CARLSON, 4820 VALLEY VISTA LN, FORT COLLINS. LENDER: ACCESS FIN CO LLC, AMOUNT DUE: \$138973. CASE #86627. 11/27/2013

BORROWER: SARA & ANTHONY HOLCOMB, 2413 ANTELOPE RD, FORT COLLINS. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$135347. CASE #87075. 11/28/2013

BORROWER: WILLIAM JR DYREN-FORTH, 8212 MUMMY RANGE DR, FORT COLLINS. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$60240. CASE #87076. 11/28/2013

BORROWER: RAMZE & ANDREA SHUWEIHAT, 3209 SHALLOW POND DR, FORT COLLINS. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$267577. CASE #87077. 11/28/2013

BORROWER: DAVID D CARTER, 1702 ALBANY AVE, LOVELAND. LENDER: HOUSEHOLD FINANCE CORP III, AMOUNT DUE: \$169864. CASE #87078. 11/28/2013

BORROWER: CAROL V CRANE, 2938 DES MOINES DR, FORT COLLINS. LENDER: BMO HARRIS BANK, AMOUNT DUE: \$49819. CASE #87079. 11/28/2013

BORROWER: NEIL F & ANN C HOFFMAN, 5468 GULFSTAR CT, WINDSOR. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$304219. CASE #88241. 12/4/2013

BORROWER: DEBRA A & MATTHEW D DAUGAARD, 1831 ETTON DR, FORT COLLINS. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$92973. CASE #88244. 12/4/2013

BORROWER: MULBERRY GROUP LLC, 3825 E MULBERRY ST, FORT COLLINS. LENDER: COASTLINE RE HOLDINGS CORP, AMOUNT DUE: \$3532305. CASE #88245. 12/4/2013

BORROWER: ANTHONY J & SHELLI R RANGEL, 4421 N FRANKLIN AVE, LOVELAND. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$176666. CASE #88246. 12/4/2013

BORROWER: FRANCISCO BOTELLO, 210 HARDING CT, LOVELAND. LENDER: US BANK, AMOUNT DUE: \$189565. CASE #88247. 12/4/2013

BORROWER: THOMAS A PETER, 560 PONDEROSA DR, ESTES PARK. LENDER: NATIONSTAR MORTGAGE LLC, AMOUNT DUE: \$331753. CASE #88367. 12/5/2013

BORROWER: DOUGLAS L ABEL, 2597 TURQUOISE ST, LOVELAND. LENDER: BANK NEW YORK MELLON, AMOUNT DUE: \$154736. CASE #88849. 12/6/2013

BORROWER: LEAH RAE BISHOP, 501 N SHIELDS ST, FORT COLLINS. LENDER: JPMORGAN CHASE BANK, AMOUNT DUE: \$115488. CASE #89465. 12/10/2013

Weld County

BORROWER: JOSE MONTELONGO, 478 S ELM ST, KEENESBURG. LENDER: GREEN TREE SERVICING LLC, AMOUNT DUE: \$157156. CASE #3979810. 11/23/2013

BORROWER: JASMINE H BROWN, 1627 PONDEROSA CT, FORT LUPTON. LENDER: GSAA HOME EQUITY TRUST 2006 11, AMOUNT DUE: \$165570. CASE #3979811. 11/23/2013

BORROWER: H JEAN MORRISSETTE, 1900 68TH AVE UNIT 901, GREELEY. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$162700. CASE #3979812. 11/23/2013

BORROWER: SANTANA MIRELES, 2905 SWAN POINT CT, EVANS. LENDER: CENLAR, AMOUNT DUE: \$208095. CASE #3980108. 11/26/2013

BORROWER: GARY KINOSHITA, 530 WOODS AVE, AULT. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$173775. CASE #3980109. 11/26/2013

BORROWER: PATRICK J & CHERYL L MADISON, 5 CYPRESS CT, WINDSOR. LENDER: NAVY FED CREDIT UNION, AMOUNT DUE: \$127405. CASE #3980110. 11/26/2013

BORROWER: JONATHAN FERNANDEZLARA, 3123 W 5TH ST, GREELEY. LENDER: BAYVIEW LOAN SERVICING LLC, AMOUNT DUE: \$121329. CASE #3980111. 11/26/2013

BORROWER: MARGARITA HERMANDEZ, 1737 25TH AVE, GREELEY. LENDER: US BK, AMOUNT DUE: \$135658. CASE #3980457. 11/27/2013

BORROWER: LOLA JEAN KEATING, 418 CHEYENNE AVE, EATON. LENDER: GREEN TREE SERVICING LLC, AMOUNT DUE: \$111037. CASE #3980849. 11/28/2013

BORROWER: MATTHEW R LUBICH, 115 N RAYMOND AVE, JOHNSTOWN. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$69754. CASE #3980850. 11/28/2013

BORROWER: HERBERT WALTEMATH, 245 ELM ST, LOCHBUIE. LENDER: ONEWEST BK, AMOUNT DUE: \$58647. CASE #3980851. 11/28/2013

BORROWER: RICHARD & IRENE ANTUNA, 103 PARK AVE, FORT LUPTON. LENDER: GREEN TREE SERVICING LLC, AMOUNT DUE: \$100778. CASE #3980852. 11/28/2013

BORROWER: LUCAS B & CRYSTAL M RANDALL, 7491 COUNTY ROAD 73, ROGGEN. LENDER: WINTERS HELLERICH HUGHES LLC, AMOUNT DUE: \$274263. CASE #3981204. 12/3/2013

BORROWER: BRENT S & KATHY M CROSS, 153 MONMOUTH AVE, FIRESTONE. LENDER: HSBC MTG SERVICES INC, AMOUNT DUE: \$119196. CASE #3981560. 12/4/2013

BORROWER: PADUA D & LATRICE L THOMAS, 279 SHENANDOAH WAY, LOCHBUIE. LENDER: LAKEVIEW LOAN SERVICING LLC, AMOUNT DUE: \$185732. CASE #3981818. 12/5/2013

BORROWER: JARED & AMANDA S OWENS, 100 E ILEX CT, MILLIKEN. LENDER: BAC HOME LOANS SERVICING LP, AMOUNT DUE: \$134608. CASE #3982119. 12/6/2013

BORROWER: ANTHONY J ENDERS, 13652 WRANGLER WAY, MEAD. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$208652. CASE #3982630. 12/10/2013

BORROWER: TAFIELD & VIRGINIA M ZUNDEL, 201 E SHAFER AVE, PIERCE. LENDER: REVERSE MTG SOLUTIONS INC, AMOUNT DUE: \$106297. CASE #3982631. 12/10/2013

JUDGMENTS

Larimer County

DEBTOR: ROCCHI L & MICHELLE D HOWE, CREDITOR: COLO ST REVENUE. AMOUNT: \$31752.0. CASE #D352013CV800753. DATE: 11/21/2013

DEBTOR: MALCOLM C CHANDLER, CREDITOR: COLO ST REVENUE. AMOUNT: \$7812.0. CASE #D352012CV800759. DATE: 11/21/2013

DEBTOR: NEIL SCHMITT, CREDITOR: COLO ST REVENUE. AMOUNT: \$5857.0. CASE #D352013CV800840. DATE: 11/21/2013

DEBTOR: ROBERT E COLE, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$3727.64. CASE #C-11C-002818. DATE: 11/22/2013

DEBTOR: ERICKA K MACDONALD, CREDITOR: UNIFUND CCR PARTNERS. AMOUNT: \$15154.59. CASE #D-2013CV30867. DATE: 11/23/2013

DEBTOR: DIANNA L HARRIS, CREDITOR: SPRINGLEAF FIN SERVICES INC. AMOUNT: \$4310.56. CASE #D-13CV-031119. DATE: 11/23/2013

DEBTOR: ROBERT E & ED POWERS, CREDITOR: MARSHALL RECOVERY LLC. AMOUNT: \$5585.67. CASE #C-07C-001390. DATE: 11/23/2013

DEBTOR: DEAN B BORDEWYK, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$9765.84. CASE #C-12C-010048. DATE: 11/23/2013

DEBTOR: SAMUEL D VANCIL, CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$944.61. CASE #C-13C-034013. DATE: 11/26/2013

DEBTOR: PAUL E ESPINOZA, CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$726.59. CASE #C-13C-030998. DATE: 11/26/2013

DEBTOR: ADVANTAGE MECHANICAL SERVICES, CREDITOR: LONGMONT WINAIR CO. AMOUNT: \$122955.69. CASE #C-13CV-030084. DATE: 11/27/2013

DEBTOR: JEFF & KARI HARTZHEIM, CREDITOR: ROSS & PENNY ALEXANDER. AMOUNT: \$6868.78. CASE #C-07C-005890. DATE: 11/27/2013

DEBTOR: EDELWINA LESCHINSKY, CREDITOR: COLO ST. AMOUNT: \$32896.56. CASE #D-10CR-000320. DATE: 11/27/2013

DEBTOR: STEVEN LESCHINSKY, CREDITOR: COLO ST. AMOUNT: \$32629.06. CASE #D-10CR-000321. DATE: 11/27/2013

DEBTOR: STEVEN LESCHINSKY, CREDITOR: COLO ST. AMOUNT: \$32629.06. CASE #D-10CR-000321. DATE: 11/27/2013

DEBTOR: DALE BARLAGE, CREDITOR: WILLIAM SPIRES. AMOUNT: \$2597714.7. CASE #D-12CV-002229. DATE: 11/27/2013

DEBTOR: JOSEPH J & MARGARET A DELAROSA, CREDITOR: JPMORGAN CHASE BK. AMOUNT: \$0.0. CASE #D-2013CV30791. DATE: 12/3/2013

DEBTOR: PHIL MELLOTT, CREDITOR: DISCOVER BK. AMOUNT: \$16709.66. CASE #D-13CV-030751. DATE: 12/3/2013

DEBTOR: JAMIE & JENNIFER BOCK, CREDITOR: JOE SCHUMACHER. AMOUNT: \$5872.84. CASE #C-13C-031818. DATE: 12/3/2013

DEBTOR: MICHAEL P WENZEL, CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$2943.05. CASE #C-13C-031595. DATE: 12/3/2013

DEBTOR: RUBY O CATES, CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$785.59. CASE #C-13C-031280. DATE: 12/3/2013

DEBTOR: NATHAN SWENSON, CREDITOR: PENNY & PENNE POWERSTHOMAS. AMOUNT: \$16134.93. CASE #C-13C-031784. DATE: 12/4/2013

Foothills' delays, special district raise concern

Let's be clear. Creating a shiny new Foothills Mall in Fort Collins is a good thing. It will enhance the community's appearance, build its retail tax base and lure new people to town.

But those of you who have been reading our special report "Mall Interrupted" know that the project has been plagued with unexplained delays, and that developers and city staff have gone around and around on the details of the deal, including the \$53 million financing package that is backed in part by tax incentives from the city.

Our analysis of correspondence and other city documents detailed in "Mall Interrupted" shows some disturbing issues.

First, this agreement is complex. We think, in fact, that it is too complex. Everyone at the table seems to have forgotten that plain old "Keep It Simple, Stupid" concept. It was made more complex because the city is striving to make sure developers aren't allowed to run amok with public money. Fair enough. But here's the problem: In the six months since the project was given its first "green light," the cost of money has risen substan-

EDITORIAL

tially. Other project costs came in high as well, apparently, causing developers to begin scaling the project back and asking for cost concessions from the city. Almost every change has created another round of behind-the-scenes negotiations and delays. These threaten the ability of the project to move forward.

Second, neither the city nor the developers are communicating with the public about what's going on. It took more than four months for both sides to acknowledge that it was, in fact, not a done deal. It wasn't until this fall that they finally said publicly that the project would be delayed more than a year and that important details, such as the tenant mix and oversight of the bonding process, were still in flux. In the interim, interest rates continued to rise, also raising the cost of the project.

Third, to mitigate its own risk exposure, the city opted to create a special metro district to

issue the construction bonds, rather than issuing them itself. Under Colorado law, these districts are governed by the property owners who reside within district boundaries. In this case, however, these are all property owners with close ties to the developers. This is rarely if ever a good idea – even if it might mitigate the city's immediate financial risk. Flash back to the 1980s and '90s, when special districts in Colorado went belly up because of bad business decisions and in some cases outright fraud, leaving their communities holding the bag. We're all for mitigating financial risk to taxpayers, but we're not at all sure that this was the best mechanism to use. It will be critical that city leadership – and, frankly, the taxpayers – keep a very close eye on this district to ensure it functions properly.

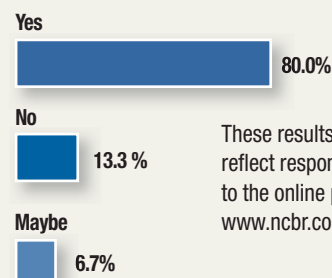
City council members, concerned about many of the behind-the-scenes changes, postponed the final approval of the deal again, pushing it back to mid-January. Let's hope this latest delay gives everyone time to do their due diligence and get this deal buttoned up.



NCBR Opinion Poll

Our online question:

As job growth returns to Colorado, do you know anyone who lost a job because of the recession and who remains unemployed or underemployed as a result?



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

Next question:

Next year is expected to bring continued economic recovery. Do you expect your economic situation to improve in 2014?

Answer now at www.ncbr.com. Responses will be accepted through Jan. 6.

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DISCOVERIES from 5

that occur during natural-gas production, as estimated in the most recent national greenhouse gas inventory.

The study found that the EPA was much closer to the target overall, with average total methane emissions from natural-gas production found to be from 757 gigagrams (Gg) to 1,157 Gg, compared with the EPA estimate of approximately 1,200 Gg. When scaled to a nationwide estimate, total methane emissions were found to be approximately 2,300 Gg compared with the EPA's estimate of 2,545 Gg.

Building better wells

The study indicated that the EPA overestimated methane emissions in fracked wells, probably because industry has advanced methane-reducing modifications and equip-

ment. The study determined that the majority of the hydraulically fractured wells had equipment in place that reduced methane emissions by 99 percent – and that total methane emissions from well completions were 97 percent lower than the EPA's calendar year 2011 national emission estimates.

"The way in which wells are drilled and brought into production has been evolving," said David Allen, professor of chemical engineering at UT's Cockrell School of Engineering and principal investigator for the study. "The net emissions for completion flowbacks is significantly lower than previous estimates, indicating the type of emission control activities observed during these events are very effective."

In addition, the study found significant differences in different parts of the country, with emissions per controller in the Rocky Mountain region the lowest by far.

"This study tackles one of the most hotly debated issues in environmental science and policy today," said Mark Brownstein, associate vice president and chief counsel of the U.S. Climate and Energy Program, Environmental Defense Fund, noting that when producers work at it, methane emissions can be dramatically reduced. "The study also demonstrated, however, that certain methane emissions are larger than previously thought, indicating that there are many further opportunities to reduce emissions."

The UT-EDF's study found a methane-leakage rate of only about

1.5 percent, if not less than that. Previous studies had determined that methane leakage needed to be below 2 percent for shale gas to be a superior substitute for coal in terms of greenhouse gases produced.

The significance of the study's findings are twofold: first, it put to rest the claim that fracking's methane emissions negated any climate advantages of the natural gas produced by the method.

Second, new technologies to collect and contain methane at the well-site are effective. Progress made in curtailing methane emissions are reflected in the EPA's own Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2011, which shows an overall methane decline of 8 percent between 1990 and 2011.

DEFENSE from 1

opment fell \$1.5 billion to \$71.2 billion in fiscal 2013, according to the White House Office of Science and Technology Policy.

Alan Rudolph, CSU's vice president for research, who had an extensive background in defense-related research before joining CSU last summer, attributes the university's success in luring lucrative defense grants to faculty members who aggressively have sought funds for ways to improve everything from war-torn economies to wound healing.

"Our ability to propose ideas to the Defense Department has increased," he said. "For us, it's been an opportunity, even in declining DOD dollars, to apply our work to the DOD mission."

CSU derives its federal research funding from a variety of sources, including the departments of Agriculture and Health and Human Services, NASA and the National Science Foundation.

CSU also has proved successful in winning grants from NASA. Those funds have more than tripled since fiscal 2006, reaching \$35.2 million in 2013, up from \$11.7 million.

Meanwhile, overall CSU research funding dropped from \$375.9 million during fiscal 2012 to \$313.2 million in fiscal 2013. Funding from the departments of Agriculture and Health and Human Services and the National Science Foundation fell.

Despite the declines, Defense Department research dollars have increased steadily every year since fiscal 2010. Other large public universities in Colorado pale in comparison: The University of Colorado-Boulder received \$20.4 million in Defense Department money in fiscal 2013, up from \$14.7 million in fiscal 2006. CU-Boulder saw a total of \$351.9 million in research awards in fiscal 2013.

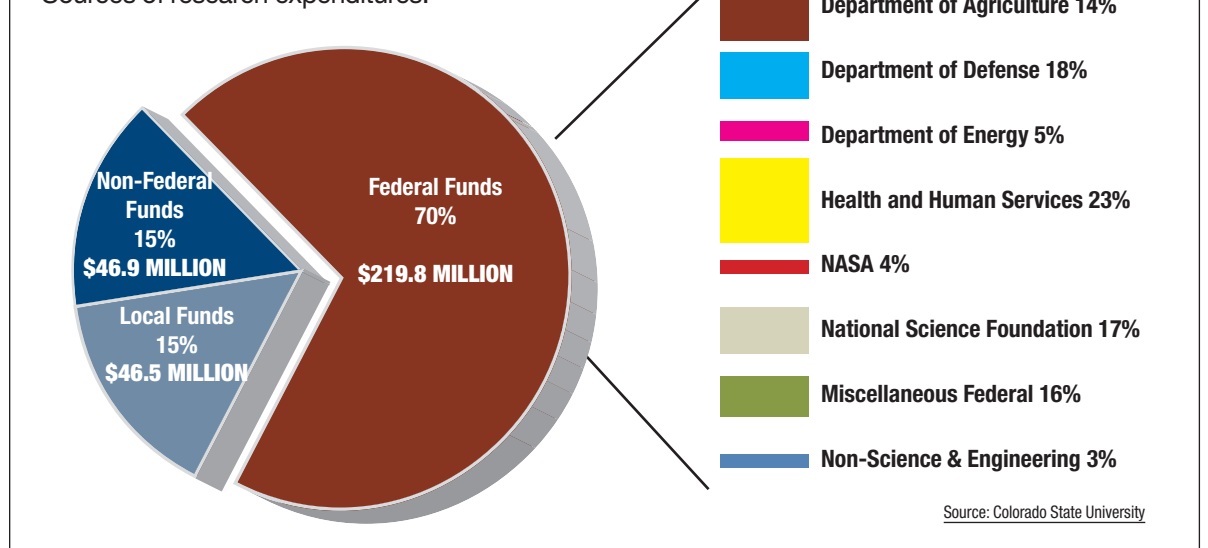
Colorado School of Mines received \$3.9 million in Defense Department money in fiscal 2013, down from \$5 million in fiscal 2007. The school in Golden received a total of \$61.8 million for research in fiscal 2013.

The University of Northern Colorado in Greeley currently has one \$45,000 project from the Navy for a psychological sciences professor studying ways to improve sleep in active-duty sailors and Marines with post-traumatic stress disorder who are admitted to hospitals.

"That has been the only direct funding we've had in several years," UNC spokesman Gary Dutmers said.

The federal funding UNC receives tends to support projects related to improving math and science teaching and learning in kindergarten through-12th-grade schools, developing vaccines for West Nile and other insect-borne viruses, cancer treatment rehabilitation, the use of snake venom as a possible cancer treatment and informing the design of more effective helmets for football and other sports.

Research funds at Colorado State University
Sources of research expenditures.



The spike in military dollars at CSU has led to important research at the university, but also has raised concerns about Defense Department influence on university research.

Departments in universities that depend on the Defense Department for funding can lose their independence, said Nicholas Steneck, a history professor and director of the Research Ethics Program for the University of Michigan Institute for Clinical and Health Research. Most of Michigan's funding once came from the military, although the university based in Ann Arbor since has shifted to medical research.

Military funding also can lead to conflicts of interest, especially as university scientists engage in contract research, Steneck said.

"I've seen a few instances of where conflict of interest, as a result of military research, has gotten in the way of researchers' objectivity," he said. "But I'm not sure it's any different for working for a pharmaceutical company. Wherever the money comes from, researchers are likely to have some bias – and you need to protect against that."

CSU's Defense Department funding is distributed among a "diverse" group of CSU colleges and does not target any one academic area, Rudolph said.

Rudolph came to the university in August after serving as director of biological and chemical technologies for the Defense Threat Reduction Agency. Rudolph also managed research and development portfolios for the Defense Advanced Research Projects Agency in life sciences and biotechnology and was a principal investigator for a decade at the Naval Research Laboratory.

Rudolph's military ties, however, did not compel him to take the job as research chief, he said, adding that he has a range of experience including in the

private and nonprofit sectors. Rudolph started the International Neuroscience Network Foundation, a global nonprofit that supports research and education programs in developing countries.

CSU's defense-related research has allowed the university to help strengthen the nation's defenses, Rudolph said.

"We're proud of the fact that we do research to help the young men and women who put their lives on the line every day for the freedoms that we enjoy," he said.

CSU's defense-related research projects include a 22-month effort to establish a farm that will produce high-quality cashmere to support sheep ranchers in Afghanistan. Funded by a \$1.8 million Defense Department grant, the project involves developing a certification program as a tool to promote Afghani cashmere in global markets, said Ajay Jha, a CSU assistant professor of agricultural sciences.

The goal, he said, is "bringing opportunity to rural Afghanistan, especially to small farmers and herders."

Another project funded by a \$1.3 million defense grant involves developing treatments for faster healing and preventing infections in soldiers wounded during combat by gunshots and other traumatic injuries.

Researchers soon will conduct animal testing with the materials they have developed, including patches and sutures that stave off infections and regenerate tissue, said Melissa Reynolds, an assistant professor at CSU and founder and chief technology officer of startup Diazamed Inc. The materials use natural wound-healing properties, including nitric oxide and prostacyclin.

"Our materials are focused on being able to treat various types of infections at rates that are much better than any other antimicrobial on the market right now," she said.

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Tucker Hart Adams - Keynote

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Jandel Allen-Davis MD

Vice president, Government and external relations: Kaiser Permanente

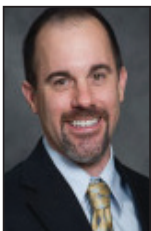
Jandel Allen-Davis, MD, is vice president of Government and External Relations for Kaiser Permanente Colorado. She leads the organization's community relations and communications functions, government relations, clinical research activities and community benefit investment. Dr. Allen-Davis is board certified in obstetrics and gynecology and after 25 years of taking care of patients, transitioned from a physician leader to Kaiser Permanente's Health Plan Leadership team. Her past roles at Kaiser Permanente included associate medical director of external relations for the Colorado Permanente Medical Group, regional director of patient safety, and physician chief of the Wheat Ridge Medical Offices. Dr. Allen-Davis was elected to the Colorado Permanente Medical Group Board of Directors in 1998 and chaired the board in her final year.



Mike Bond

Market President: Guaranty Bank Greeley & Eaton

Mike has more than 25 years of banking experience serving the Greeley market. Prior to joining Guaranty Bank, Mike served as Executive Vice President at Advantage Bank and Branch President for the Greeley market. Mike is a graduate of CSU and continues to serve the community in which he was raised. He serves as an advisory board member for the Marketing Department at UNC's Monfort College of Business, and as a board member for the University Schools Foundation.



Doug Claussen

CPA: Kennedy and Coe, LLC

Doug Claussen is a CPA in the Ag group for Kennedy and Coe, LLC, Certified Public Accountants and Consultants. Doug works heavily in feedlot and agricultural industry-related organizations. A graduate of Sterling College, Doug earned a Bachelor of Science degree in Accounting and Bachelor of Science degree in Business Administration. Doug is also a graduate of Kansas State University with a Master of Science degree in Agribusiness. During his graduate studies, Doug completed significant research on economic value added measurements for ag businesses. Doug has a diverse background in agriculture. Before joining Kennedy and Coe, Doug spent more than a decade working for companies in the business of cattle feeding, crop production, grain marketing, and ethanol production. Doug is a member of the American Institute of Certified Public Accountants, Nebraska Cattlemen, National Cattlemen's Beef Association, Kansas Livestock Association, Nebraska Farm Bureau, and has served on the boards for numerous civic organizations.



Michael Ehler

Broker/Partner: Realtec

Michael Ehler's education and experience in the real estate market began at the University of Florida in Gainesville Florida. He received his bachelor of science in business administration with an emphasis in real estate and urban land planning. As a broker for Realtec, he focuses on the Northern Colorado regional market for development land, improved commercial properties, and leasing.



Rutilio Martinez

Associate Professor of Business Statistics: Monfort College of Business

Rutilio Martinez received his Ph. D. in economics from Vanderbilt University in 1992. Since the fall of 1993 he has been teaching at the University of Northern Colorado. Currently he is teaching statistics and econometrics. Since 2000, he has been partner of CG Americas LLP, a consulting firm in Denver. Before coming to UNC, he taught for six years in the economics department of the Universidad de las Americas in Puebla, Mexico.

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