



OtterBox rides Celtic Tiger

Ireland's troubles not a deterrent

Page 2

Northern Colorado BUSINESS REPORT

\$1
Jan. 28 - Feb. 10, 2011
Vol. 16, No. 10
www.ncbr.com

NEWS



Colorado vNet founder starts anew
Beierwaltes develops new business, moves beyond lawsuit
Page 3



THE EDGE
College grads make their own jobs
Universities train new generation of entrepreneurs
Page 9

SPECIAL REPORT
Plans for The Grove under revision
After project denial, Campus Crest looks at greener building
Page 15

LISTS
Region's largest:

Employment staffing agencies
Page 6

Residential real estate brokerages
Page 17

Public-sector employers
Page 20

Private-sector employers
Page 20

Business parks
Page 21

Landowners ready for Hwy. 392 fix

Stimulus grant greenlights \$27.5M project to repair failing interchange

By Steve Porter
sporter@ncbr.com

WINDSOR — For owners of vacant property in the vicinity of the Interstate 25/Colorado Highway 392 interchange, reach-

ing an agreement that outlines how a rebuilt interchange will be paid for was a long time coming.

For almost a decade, new development at the interchange has been effectively stymied because the failing structure could

not handle any additional traffic. But that obstacle will soon finally be overcome.

Construction of a new interchange will begin later this year and should be completed in about 18 months.

"Once that's replaced, everybody can go ahead with the different projects they've been approached on over the years," said Jeff Couch, a representative

for Terry and Mary Van Cleave, who own 40 acres near the interchange. "Over the years, the Van Cleaves were probably approached 10 different times but were not able to proceed because of (the interchange's) capacity."

"We've been waiting on this for a long time," added David Muth, whose father, Tom Muth, owns Ptarmigan Business Park at

See INTERCHANGE, 13

2010 home sales ended on mostly flat note

Sales down in Greeley-Evans, hold steady in Fort Collins

By Steve Porter
sporter@ncbr.com

Northern Colorado turned in another lackluster year for home sales in 2010, and local realtors say 2011 is likely to offer a repeat performance. But at least one regional real estate broker says 2010 was a move toward a better balance between supply and demand — an indication that home prices may be on their way back up.

Only the Estes Park area market — much different than the rest of the region in that it is heavy with pricey second homes — recorded a fairly healthy 10.2 percent increase over the previous year.

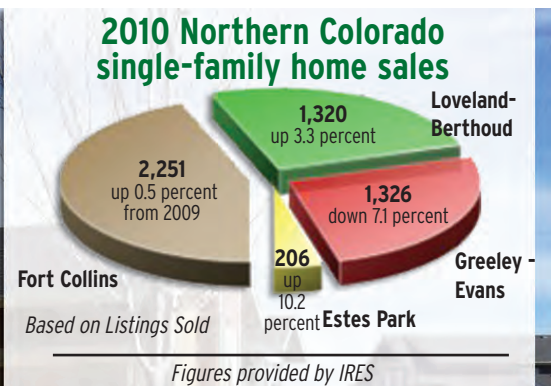
Figures compiled by Information and Real Estate Services in Loveland paint the picture of a year that basically held its own over the previous year, with gains in the first half of the year mostly lost in the second half.

"I think the first part of 2010

See HOME SALES, 18



SALES FLAT — Sales of single-family homes in Fort Collins in 2010 were flat, continuing another year of relatively lackluster sales in the region. Sales were up slightly in the Loveland-Berthoud market for the year but down by 7 percent in the Greeley-Evans area.



Single-family home sales over last 6 years

	Fort Collins	Loveland-Berthoud	Greeley-Evans	Estes Park area
2005	3,096	2,076	1,901	260
2006	2,904	1,789	1,583	262
2007	2,807	1,558	1,450	287
2008	2,359	1,390	1,459	222
2009	2,239	1,297	1,428	187
2010	2,251 (Down 27.3 percent from 2005)	1,320 (Down 36.4 percent from 2005)	1,326 (Down 30.2 percent from 2005)	206 (Down 20.8 percent from 2005)

2011 Book of Lists Available in print, on-line and in Excel.

To order: 970.221.5400. View digitally at www.NCbr.com, click on this cover image.

OtterBox hangs on for ride on the Celtic Tiger

Ireland's economic troubles don't deter local manufacturer

By Joshua Zaffos
news@ncbr.com

FORT COLLINS — Fans of OtterBox, the Fort Collins manufacturer of all modes and grades of cases for mobile phones, digital readers and other electronic devices, aren't shy about expressing their zeal for the company. From Scotland, one devoted customer has made several YouTube videos extolling the specs of the Defender Series cases, made to survive high impacts and harsh environments, by standing on his OtterBox-encased iPad like a doormat, and then tossing it like a Frisbee.

OtterBox public relations staff do not sanction such tests, although they also proudly note the Defender cases are made to withstand such abuse. And they also mention that despite the punishing conditions in the United Kingdom and the European Union — both physical and economic — the company is enduring just fine.

Last September, OtterBox opened its first international office in Cork, Ireland, to handle sales and branding in Europe, the Middle East and Africa. But just a few months later, Ireland was asking for help with a debt crisis that had European

Union leaders bracing for another national banking meltdown, such as occurred in Greece at the start of 2010, and deeper financial chaos through the EU. A subsequent financial bailout and civil unrest in Ireland have shaken the country, but OtterBox and its Irish office have persevered as if protected by an invincible shell.

"We operate in markets throughout the region, not just in Ireland, and while there are banking difficulties in Ireland, these have not had an adverse effect on our overall business," said Rhona Cashman, the company's Ireland office spokesperson, via e-mail.

Remarkable growth

As a company, OtterBox might not be indestructible, but the last year has been marked by remarkable success. Its engineers continue to design cases and shells for mobile devices, almost as quickly as they're released to the market, and the company has expanded its product lines to e-readers and tablets, such as the iPad, Nook and Kindle.

In 2010, the company almost doubled its staff size, and the total number of employees should top 300 this year, according to Kristen Tatti, a spokeswoman in the Fort Collins offices.

Building on its worldwide growth, OtterBox decided to open a Europe-based office last year. Establishing an international office allows the company to direct its marketing and production

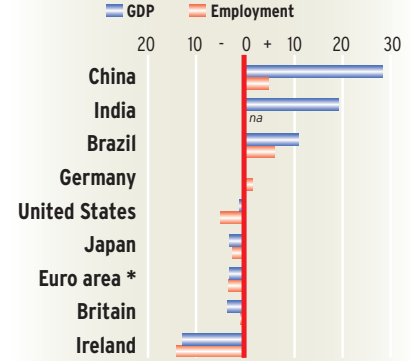
See OTTERBOX, 4

EURO BUST

OtterBox opened its European office in Cork, Ireland, just months before the country's booming economy went bust. Despite the economic turmoil, the Fort Collins-based manufacturer of electronic device cases continues to hire there, and plans to expand to Asia this year.

GDP and employment

Q4 2007 to Q3 2010, % change



*Excluding Germany
SOURCES: HAVER ANALYTICS; THE ECONOMIST

WWW.ECONOMIST.COM



There are financial parasites within every business that would like nothing better than to feed off of your blood, sweat and tears. We're not your average accountants.

We know what's infesting your investing.

KCOE.COM or 970.685.3500

KENNEDY AND COE, LLC
CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

THE EYE

PVHS sends tweets from cutting edge

Abdominal surgery and social media might not usually go together, since one requires patient confidentiality and the other absolutely none. But **Poudre Valley Health System** decided live twittercasts from the operating room during a hysterectomy Jan. 11, and a prostatectomy Jan. 13, would be a great way to celebrate its 2,000th robotic-assisted surgery.

Now, before you call the medical board, know that neither the surgeon nor the patient — nor the robot — did any texting during the procedure. That was left to PVHS' marketing staff, with timely assistance from the surgical staff on spelling some of the trickier medical terms. And the patients were asked for permission for their surgery to become a social event before the anesthesia was administered. In fact, the first two asked were the first two to say yes.

Not the first to tweet from the OR, PVHS felt the live event would engage the community's curiosity in robotic-assisted surgery offered at both **Poudre Valley Hospital** and **Medical Center of the Rockies**.

The Eye can see some of you asking, who would tune into a texted play-by-play of an organ removal? PVHS figures around 20,000 follows and retweets took place during the operations, which together lasted just under three hours.

Curious indeed.

The positive response already has PVHS talking about other unique or interesting procedures to tweet. Perhaps a little blepharoplasty for this aging Eye?

Follow PVHS on Twitter @pvhsnews for news from other departments and future twittercasts from the cutting edge.

INSIDE

Briefcase	12
Careers	8
Classifieds	23
Commentary	22
Health	5
On The Job	10
What's Working	7

Colorado vNet founder starts anew

Beierwaltes develops new business, moves beyond Loveland suit

By **Steve Porter**
porter@ncbr.com

LOVELAND — Bill Beierwaltes may be facing a lawsuit seeking at least \$500,000 in payback to the city of Loveland, but the serial entrepreneur isn't letting that slow down his natural urge to start new businesses.

"I'm reconciled to what's happened," said Beierwaltes, reached Jan. 21 by telephone as he was heading to an out-of-state business meeting. "I'm feeling pretty neu-

tral about it and I'm moving on with my life. I've started a new business and it looks like (the client) is wanting to do millions in business a year."

That will likely come in handy if it materializes. Beierwaltes and his wife, Lynda, were sued by the city of Loveland on Dec. 28 in an attempt by the city to recoup all or a portion of the \$900,000 incentive package granted by the city in March 2008 to get Beierwaltes to relocate his Colorado vNet manufacturing facility from Longmont to Loveland. Along with the relocation of the 80-employee business was a promise by Beierwaltes to employ at least 250 workers



BEIERWALTES

by the end of 2012.

But the high hopes of early 2008 were dashed that September, when the national economic meltdown hit with full force. Things got progressively worse for Colorado vNet, which makes control systems for home audio, video, lighting and security, among other applications.

By September 2009, Colorado vNet had ceased operations in part because of the decline in the sale of new homes. But then Russound, which makes audio products, stepped in and bought the company for an undisclosed price.

Still, the Newmarket, N.H.-based owner could not slow down the recession's impact on its new subsidiary, called Colorado vNet Corp., as more employees were laid off.

Loveland officials became alarmed that

See **VNET, 23**

F O C U S

Incubator movin' on up with new space

Innosphere's swank green-chic building opens for business

By **Joshua Zaffos**
news@ncbr.com

FORT COLLINS — Less than two years ago, Forston Labs launched as a small chemistry analysis company, working out of typically modest digs.

"We started out in the quintessential garage," recalled Steve Zelenak, Forston Labs president. Zelenak and two other founders are veterans in the fields of water chemistry and environmental analysis, and they've developed an accessible software package and interface that allows for easy testing of water, soil and air quality, and gas concentrations. The LabNavigator, the company's prominent instrument, is a handheld device used by environmental consultants around the world and even in California wine country.

The company got a leg up with its business acumen after participating in a program through the Rocky Mountain Innovation Initiative. Now known as the Rocky Mountain Innosphere, the incubator organization has bolstered startup tech companies with business skills and other support. With the opening of a sharp, new, green-designed building at 320 E. Vine Drive, garage days are a thing of the past.

Forston Labs is among the first 15 tenants occupying the relatively swanky offices and lab spaces, designed to meet LEED green-building standards and serve as a showcase of energy efficiency and waste reduction. The lighting, temperature, airflow and water resources are all automated. Fifty kilowatts of solar panels on the building's roof and carports, installed and managed by Wirsol, another Innosphere client and building tenant, provide much of the energy. The interior, which purposely includes lots of open and common spaces, is even decorated with used furniture to uphold its green-chic standards.

"The building is optimized to create a lot of informal interaction," said Mark Forsyth, Innosphere CEO, on a recent tour of the building.

"When we're talking about the



Kate Hawthorne, Northern Colorado Business Report

NEW HOME FOR INNOVATION — The Rocky Mountain Innosphere building on East Vine Drive greatly expands the space available for startups and cutting-edge technology companies looking to take off in Fort Collins.

Innosphere, we're not just separate companies," Zelenak added. "There's a knowledge base we can all draw from."

State-of-the-art opening

The state-of-the-art facilities, designed by architect Olexa Tkachenko of Preview Architecture + Planning in Fort Collins, and built by Dohn Construction, also of Fort Collins, opened Jan. 5 with great fanfare. Outgoing governor Bill Ritter attended an event with many local movers and shakers to launch the Fort Collins Renewable and Distributed Systems Integration pilot project. The RSDI demonstration is a centerpiece of the Fort ZED initiative, which is benefiting from a \$6.3 million U.S. Department of Energy grant. Its goal is to create a zero-net-energy district in the city's downtown using smart-grid technology.

Spirae, an Innosphere-supported company that specializes in distributed energy integration, hosted the event. The firm is also leading the new Center for Smart Grid Advancement and will occupy nearly 5,300 square feet in the new building. With the move, the company plans to invest more than \$1 million in equipment and systems development over the next two years, supported in part by a matching grant of \$150,000 from the state Office of Economic Development and International Trade.

All of the tenants have participated in RMI entrepreneurial programs, and Forsyth expects regular turnover as firms expand and need larger work areas. Many of the companies formerly grabbed space in the old RMI2 offices, along West Mountain Avenue in Old Town Fort Collins. The buildings, owned by the city, provided some cheap square footage, but weren't specifically suited to tech firms with special requirements for labs and computing equipment. When the city announced plans to develop the space as a performing-arts center, staff began looking for permanent and dedicated offices. Tenants in the new building are paying 70 percent to 100 percent more than they did previously in the city-owned space, but Forsyth said the costs are still below market rates.

After first setting sights on existing buildings and then measuring different proposals, staff selected the Vine Drive location with aspirations for the ultra-green facility and operating systems. RMI built its new facility for less than \$7.3 million, and was able to take advantage of tax-increment financing because of the location in the North College urban renewal area. Investment funds of \$2 million came from U.S. Bank and its New Markets Tax Credits program, which will help pay off the transaction costs and eventually give the equity to

See **INNOSPHERE, 13**



MONFORT | **ENTREPRENEURIAL CHALLENGE**
COLLEGE of BUSINESS

Don't Miss Northern Colorado's Real Growth Initiative

Thursday, March 3, 7:30 a.m.-5 p.m.
University of Northern Colorado
University Center Ballroom
Full day \$50, Luncheon only \$25



Business plan presentations by 10 finalists competing for \$36,000 in prize money.



Luncheon and Keynote Speaker Gary Hoover

Author, Consultant, Founder of BOOKSTOP, Hoovers.com and more
"Eight Secrets to Entrepreneurial Success"



Workshops tailored for those with the entrepreneurial spirit:

The Quid-Pro-Quo of Raising Capital

Jo Anne Hagen, Founder and Partner, Hagen & Melusky Law Offices, Windsor

Maximizing Labor Productivity

Brad Laue, Winters, Hellerich & Hughes, LLC, Greeley

On Line Marketing Opportunities for the Entrepreneur

Robert Bean, Interactive Media Director, Burns Marketing Communications, Fort Collins

Steve Weaver, Founder & CEO, GrowthWeaver, Loveland

Chadd Bryant, CEO, Red Rocket Web Specialists, Windsor

Sourcing Capital in 2011 and Beyond

Tim Kenney, Vice President, First National Bank, Manager of Diversified Retail Services

Brian E. Bates, Principal, Antonio Bates Bernard P.C.

Edward Reynolds, Regional Director of Colorado, Funding Universe



Reception and premier networking opportunities with Northern Colorado business leaders and entrepreneurs.

Make your reservation today!

For complete details visit www.mcb-echallenge.com.

Register at www.uncalumni.org/Events.

UNIVERSITY of
NORTHERN COLORADO

Bringing
education
to life.



Courtesy OtterBox

WHEN IRISH OTTERS SMILE – The staff of OtterBox's first overseas office in Cork, Ireland, from left to right, includes Keith Higgins, financial director; Dean Swift, business development executive; Kate Slattery, human resources coordinator; Mick Knowles, account development executive; Rhona Cashman, public relations coordinator; Chris Trebon, business development executive; Donal Small, account development executive; and Matt Clark, Managing Director of OtterBox Europe, Middle East and Africa.

OTTERBOX, from 2

toward regional interests, Tatti said, including developing for the different telecommunications formats, carriers and products.

"The decision to locate our office in Ireland was based on a variety of factors," added Cashman. "Not just economic conditions, but also the geographic location, the educated workforce, infrastructure, access to markets, (and) membership in the EU."

In particular, Ireland's respected universities and its system of free education for all students through college — as long as they attend school within the European Union — were attractive to company executives. OtterBox also saw an obvious benefit in setting up shop in an English-speaking country.

Celtic Tiger in trouble

Through much of the 2000s, the Irish economy was its own draw for business, earning the nickname of the Celtic Tiger and outpacing growth in France and Germany. Rising housing prices, easy-to-land home loans, and modest tax rates resembled the boom conditions of the American Southwest.

But with housing and banking bubbles that resembled those of Las Vegas, the Celtic Tiger found a thorn in its paw when several of its largest banks began failing in 2008. Ireland's national recession has overlapped with the global financial collapse and, as the government

tallied a massive deficit over 2009 and 2010, the country has suffered through spiking unemployment rates and public protests.

In November, just two months after OtterBox opened for business in Cork last fall, the Irish government approached officials of the EU and the International Monetary Fund to request a bailout from its debt crisis. The financial failure brought the country to the brink of bankruptcy and threatened to further destabilize the euro currency and to trigger fiscal disasters for other EU countries.

The bailout, supported by the EU, is estimated to be around €85 billion — roughly \$115 billion — and the country's recession has led to recent calls for the resignation of the prime minister.

For the moment, none of these setbacks seem to be fazing OtterBox's operations. The company has already increased its staff in Cork from six to 16 employees, and it plans to continue hiring more employees.

"Our decision to locate here (in Ireland) is a long-term decision, and we have confidence in the market in which we operate," Cashman said.

Further, the company is also planning to open a Hong Kong office to handle growth in the Asia Pacific region, including China, Japan, Australia and New Zealand. The office should be open with a handful of staff by the coming summer, Tatti said, and the company expects to have a dozen employees in Hong Kong by 2012.

C O R R E C T I O N S

In the printed version of the 2011 Book of Lists, the Largest Business Parks list was incomplete due to a printing error. The correct version appears on page 21 of this issue and online in Databank at www.ncbr.com.

The *Business Report* will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Kate Hawthorne at 970-221-5400, ext. 212, or e-mail her at khawthorne@ncbr.com.

To SUBSCRIBE OR ADVERTISE, CALL 800-440-3506

Volume 16, Number 10 Copyright 2011.

The Northern Colorado Business Report Inc.

Reproduction or use of editorial or graphic content without written permission is prohibited.

The Northern Colorado Business Report (ISSN 1094-8198) is published biweekly, with an extra issue in December, by The Northern Colorado Business Report Inc., a Colorado corporation, 141 S. College Ave., Fort Collins, CO 80524. Periodical postage paid at Fort Collins and additional offices.

Subscriptions are \$49.97. International subscriptions are \$175.00.

POSTMASTER: Send change-of-address notices to:

The Northern Colorado Business Report,

Post Office Box 1399, Fort Collins, CO 80522.

970-221-5400 • 800-440-3506 • Fax: 970-221-5432

E-mail: editor@ncbr.com • www.ncbr.com

Electronic record conversion reflects world of future

Arduous process will pay off later, PVHS CIO says

There's no doubting the credentials of Russ Branzell when it comes to knowing about the ongoing conversion from paper to electronic medical records.

Branzell, chief information officer for Poudre Valley Health System, has been overseeing the process for PVHS' two hospitals — Poudre Valley Hospital in Fort Collins and Medical Center of the Rockies in Loveland — as well as the Poudre Valley Medical Group, which encompasses PVHS-affiliated medical practices.

But he's also involved with the changeover at the state level through C4 — the Colorado CIO Communications Collaborative — and on the national level as the Colorado coordinator for CHIME, the College of Healthcare Information Executives. CHIME helps its members better manage health-care information and is also involved in helping with the transfer to digital medical records to qualify for incentive funding under the American Recovery

and Reinvestment Act of 2009.

While many hospitals and physicians' offices have been undertaking the expensive and arduous process of converting their paper systems to digital systems for years, the effort has taken on more urgency since the passage of the ARRA stimulus package and the Health Care Affordability Act of 2010.

Funds for reimbursement of costs to digitize record systems are available under ARRA, and the health-care reform act calls for every American to have an electronic health record by 2014.

Branzell said the state and national efforts are moving in the same direction. Under C4, Branzell said there's an ongoing collaborative effort with the governor's office, the Colorado Regional Health Information Organization (CORHIO), the Colorado Hospital Association and other groups "to break down the barriers and make sure we do this effectively in Colorado."

Through CHIME, Branzell said, "We're working as a national collaborative to try to drive some equivalent standards for the whole country."

So with all this effort going into the nationwide health record conversion, it should be a piece of cake to get every-



HEALTH CARE
Steve Porter

one on board by 2014 — right?

Branzell doubts it. "I don't think so," he said. "Look at Colorado, which has a lot of rural areas. It's a big struggle for them. They have to come up with the money on the front end to get government reimbursement."

While individual doctor's offices can get up to \$44,000 for the conversion under ARRA, that's likely far less than what it will actually cost to do the changeover.

"Putting up a lot of money for a new system could bankrupt them," Branzell said of small practices.

Good news for region

The good news for Northern Colorado is that both of the region's health-care systems — PVHS and Phoenix-based Banner Health — are well along toward full digital conversion.

According to Betty Patterson, Banner Health spokeswoman, the health system began converting its records in 2003. McKee Medical Center in Loveland completed its conversion in July 2009 and North Colorado Medical Center in Greeley is about 80 percent there and expected to be finished by July.

Branzell said PVHS — which started converting in 2004 — is expecting to finish by fall. He said the two systems are leaders in the state and nation.

"We've probably been at the front of the pack from an adoption perspective," he said. "Both systems have chosen to make a very healthy investment in con-

version over the last three or four years."

In the case of PVHS, Branzell said that investment is probably somewhere between \$30 million and \$40 million. Branzell said PVHS is expecting to get some reimbursement from the federal government but it will be "nowhere close to the investment we put in."

"We've done all this not because of the government requirements," he said. "We did it for all the right reasons — patient care and safety and organizational efficiency."

Branzell said he worries about health-care organizations that are just now trying to convert. "Most organizations that are just doing this for the money or trying to slam it in will have a lot of trouble," he said.

Still, Branzell said converting to digital records is the wave of the future and health-care providers won't regret it when they finally get through it.

"It's a major change in flow for offices that have been traditionally paper-based," he said. "It's something that usually takes one to three years to really start to get into a full flow."

"I tell them this will not be a fun experience. It will be difficult and fairly disruptive," he added. "But you won't be able to compete and do health care without one of these systems. That's the world we're going to be living in."

Steve Porter covers health care for the Northern Colorado Business Report. He can be reached at 970-232-3147 or at sporter@ncbr.com.

**ARE YOU HEATING YOUR
BUSINESS LIKE YOU HAVE
MONEY TO BURN?**

Xcel Energy has heating programs that can help your business save energy and money. Plus rebates for boiler improvements and upgrades, pipe insulation and more.

Call 1-800-481-4700 or visit ResponsibleByNature.com/Business.

 **Xcel Energy**[®]
RESPONSIBLE BY NATURE[™]

Largest Employment Staffing Agencies

Ranked by number of employees



RANK	PREV RANK	COMPANY ADDRESS	NO. F-T EMPLOYEES AVAILABLE REGISTERED ASSOCIATES NO. ACTIVE CLIENTS	REVENUES 2010 REVENUES 2009	NO. OFFICES IN NATION NO. OFFICES IN REGION	OFFICE LOCATIONS IN REGION	E-MAIL WEBSITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	SOS STAFFING SERVICE 3510 W. 10th St. Greeley, CO 80634	17 100,000 N/A	N/A N/A	175 10	Greeley, Fort Collins, Longmont, Fort Morgan, Fort Lupton, Cheyenne, Sterling, Casper, Denver	fishert@sosstaffing.com www.sosstaffing.com	Tammy Fisher Area manager 1972
2	2	EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC. 4206 S. College Ave., No. 107 Fort Collins, CO 80525	11 2,700 2,500	\$8,485,000 \$6,250,000	4 2	Fort Collins, Greeley	rick@employmentsolutions.com www.employmentsolutions.com	Rick Wagner Owner, President 1994
3	3	LABOR READY LOVELAND INC. 1528 N. Lincoln Ave., Suite 2 Loveland, CO 80538	10 1,900 700	\$4,500,000 \$3,800,000	600 3	Loveland, Fort Collins, Greeley, Longmont, Boulder, Denver, Colorado Springs	2255-br@laborready.com www.laborready.com	Chad Whyard Branch manager 1989
4	5	ACTION STAFFING SOLUTIONS 1409 W. 29th St. Loveland, CO 80538	5 500 320	N/A N/A	N/A 1	Loveland	admin@myactionstaffing.com www.actionsolutionsincorporated.com	Robin L. Fischer President 2008
5	7	MANPOWER 931 E. Harmony Road, Suite 5 Fort Collins, CO 80525	4 5,800 212	\$21,000,000 N/A	728 13	Fort Collins, Denver, Lakewood, Louisville, DTC, Colorado Springs, Pueblo, Grand Junction	kathy.olson@na.manpower.com www.manpower.com	Kathy Olson Manager 1968
6	NR	10 TIL 2, CO NORTHERN FRONT RANGE 155 E. Boardwalk Drive, No. 426 Fort Collins, CO 80525	4 5,000 33	N/A N/A	N/A N/A	Fort Collins, Boulder	gteel@tentitwo.com www.tentitwo.com	Ginny Teel Owner 2007
7	8	EXPRESS EMPLOYMENT PROFESSIONALS 2711 W. 10th St. Greeley, CO 80634	4 4,000 74	\$2,461,000 \$1,671,000	587 4	Greeley, Fort Collins, Loveland, Cheyenne	kathy.egan@expresspros.com www.expresspros.com	Kathy Wallace Egan Owner 1971
8	6	SELECT STAFFING 2300 W. 16th St. Greeley, CO 80501	4 500 120	N/A N/A	350 N/A	Greeley, Longmont, Aurora, Denver, Pueblo, Canon City, Grand Junction	brgrl@selectstaffing.com www.selectstaffing.com	Kari M. Osmulski Area manager 1948
9	4	APPLEONE EMPLOYMENT SERVICES 2914 67th Ave., Suite 100 Greeley, CO 80634	4 150 250	N/A N/A	350 1	N/A	sjantz@appleone.com www.appleone.com	Shannon Jantz Asst. manager 1964

Region surveyed includes Larimer and Weld counties and the city of Brighton. Snelling Staffing Services and OfficeTeam declined to provide employee figures. Adecco and Volf Information Sciences Inc. did not respond in time to be included on this list. N/A-Not Available NR-Not Previously Ranked

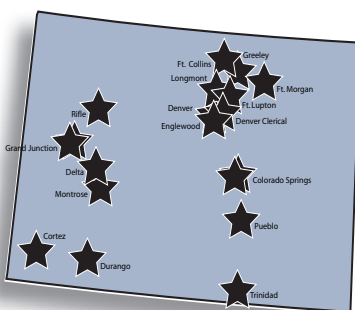
Based upon responses to Business Report survey researched by Ross Manley To be considered for future lists, e-mail research@ncbr.com

THERE'S POWER IN NUMBERS

- Ranked **#1** Largest Employment Staffing Agency in Northern Colorado*
- More than **10** offices throughout Northern Colorado
- Serving Colorado for over **27** years
- More than **80** years of combined leadership and industry experience
- Over **120** branches throughout the U.S.
- Immediate access to more than **14,000** prescreened local associates

If you need employees and service you can count on, why call anyone but the best? Our prequalified, screened candidates are ready when you need them.

Give us a call today!



*Northern Colorado Business Report 2006, 2007, 2009, 2010

SERVING CLIENTS AND CANDIDATES IN COLORADO, WYOMING, AND NATION WIDE.

GREELEY, CO 970.353.2220 FT. MORGAN, CO 970.867.5264
 FT. COLLINS, CO 970.282.4401 CHEYENNE, WY 307.638.8710
 LONGMONT, CO 303.772.7422 CASPER, WY 307.234.4849
 FT. LUPTON, CO 303.857.2358



Uniting Talent with Opportunity®
www.sosstaffing.com



"Building Diversified Relationships Through Integrity, Ethics & Value"



(970) 667-4202



www.ActionSolutionsIncorporated.com



1409 W. 29th St. located in The Group Real Estate building on 29th and Taft in Loveland

Awarded "National Professional of the year for the Staffing Industry" by Presidential Who's Who

FMH

Material Handling Solutions

ALBUQUERQUE DENVER EL PASO
505-884-2700 • 303-292-5438 • 915-778-8368
www.FMHsolutions.com

HAND PALLET TRUCK SPECIAL

\$299 Plus applicable taxes

Model# CBY23-II
5,500 lbs. capacity

- Closed loop control handle
- Pallet entry and exit rollers
- Polyurethane steer wheels
- One year full pump warranty



FOB FMH IN STOCK Offer Expires 2/28/2011

HELI

CALL AND ORDER TODAY!



\$299/month*
Expires February 28, 2011

CPYD25
5,000 lbs. base capacity

*Fair Market Value Lease. 60 month term. V.A.C. Plus applicable taxes. \$150 administrative fee. No down or advanced payments. 1,500 hrs. max./year. Restricted to normal clean application. FOB: FMH. Call for more details.

Solid Pneumatic Tires
LPG Fuel
185" Triplex Mast
GM 3.0L Engine

Donna Visocky ignites change with BellaSpark

Opportunity arises when there's nothing that matters to lose

Imagine the one thing you cared about more than anything else in this world was taken from you. Then see if anything holds you back from taking chances that can make all the difference.

Donna Visocky lost her 21-year-old daughter in a car crash. It was in that moment that she declared to the universe, "There's nothing left that you can possibly take that matters as much."

It was in that moment that fear no longer became a barrier between Visocky and the possibilities she imagined.

In 2002, Visocky took one of the biggest risks of her life: She took out a loan against her house to start BellaSpark Productions. If she failed, the bank would take her house, but in her mind, she had nothing left to lose.

If you are stuck in life or facing a setback, think of Donna Visocky. Then think of the one thing that matters the most to you. Then imagine it being taken away. Now ask, "What's there left to be afraid of?"

Visocky started BellaSpark as a dedication to her daughter. She wanted to change the world as a result of her own awakening to what was possible for every one of us. BellaSpark Productions offers motivational workshops, seminars and events, and produces a free publication for the community, BellaSpark: Igniting Change.

Visocky's past entrepreneurial experiences include owning a cheese and gift shop and a direct mail business. She was also a partner in a skating apparel company. Her initial startup cost for BellaSpark was \$50,000, obtained through that second mortgage and credit cards.

Q: What is the vision of your company and the community you serve?

A: Bella means beautiful and Spark

reflects how my daughter Kristi was in life. Kristi was the catalyst behind BellaSpark and the company exists today as a tribute to her ongoing legacy. Our tag line is "igniting change" and our mission is to be a spark that exposes everyday ordinary people to extraordinary new thoughts in order to inspire a more spiritually conscious way of living. BellaSpark brings powerful, thought-provoking speakers to people around the country. Our free publication, BellaSpark, serves the market of those seeking positive reinforcement and deeper spiritual lives.

Q: What is the passion that your business fills for you personally?

A: I feel the hunger in people as they search for answers to the meaning of life; I have that same hunger. I am passionate about helping to fill that yearning with inspiring information. To be able to help people find their own answers, to open them up to new ideas, that is my purpose.

Q: Where do you see yourself and your company in 10 years?

A: I'd like to franchise the magazine to new markets and create multiple city tours for my speakers. I envision taking BellaSpark to greater heights. I see exciting and unique things for the company.

Q: Looking back now, is there anything you wish you had done differently? Any regrets?

A: I wish I had spent more time building up systems, so that I was better able to delegate my duties to others. I know how to do everything myself, but I never make the time to train someone else. Having better systems would allow me to focus more on the big picture and allow others to provide the details. My only regret is that I wish I would have started BellaSpark sooner!

Q: What have been your biggest rewards?

A: An awareness that there is nothing to be afraid of in life. The direct appreciation I get from others. The freedom. The people I have met, and the deep connection with others, has been an unexpected reward. Being able to expand my business to a place I love, Seattle. I would also say the sense of peace that comes from only having to please yourself has been so satisfying!

Q: Are there one or two things you can attribute your success to?

A: I believe everything has gone according to a plan bigger than myself.

I'm simply fulfilling a plan already laid out. Kristi's death really woke me up. I attribute my success to perseverance and having a good support group of fellow business owners.

Q: What is the most important attribute you look for in a new employee?

A: The most important thing is that a person has to have a passion for whatever "it" is. The best thing you can find in a prospective employee is genuine



VISOCKY

enthusiasm and passion.

Q: Any recommended books?

A: Any book that helps you stick with your passion is worth the read. A good one is "The Answer" by John Assaroff. My advice is to spend effort on anything that helps ignite the passion within.

Q: Slogan to live by or what it might say on your tombstone?

A: "She wasn't afraid to think big."

Brian Schwartz is the founder of 50 Interviews Inc., and can be reached at www.50interviews.com.



WHAT'S WORKING

Brian Schwartz

40 Years of Caring for Seniors!

<p>Health Services</p> <ul style="list-style-type: none"> Caring Solutions, LLC <i>Non-Medical Home Care</i> Centre Pharmacy, Inc. Columbine Poudre Home Care <i>Medical Home Care</i> Columbine Therapy Services Lifestyle Centre - <i>Health Club</i> Market Centre Medical Equipment & Supplies Market Centre Rehabilitation Services Poudre Infusion Therapy 	<p>Independent Living</p> <ul style="list-style-type: none"> The Wexford The Winslow The Worthington <p>Assisted Living</p> <ul style="list-style-type: none"> Lakeview Commons New Mercer Commons 	<p>Health & Rehab</p> <ul style="list-style-type: none"> Centre Avenue Health & Rehab Facility Columbine West Health & Rehab Facility Lemay Avenue Health & Rehab Facility North Shore Health & Rehab Facility
---	---	---

www.columbinehealth.com

Fight back against tough economic times.

Charles Bouchard
Managing Director/Investment Officer
Charles.Bouchard@wfvadvisors.com

Tony Ripsam
First VP/Investment Officer
CERTIFIED FINANCIAL PLANNER™
Tony.Ripsam@wfvadvisors.com

A sound defense against market fluctuations can start with an advisor who's invested in your individual financial goals. Throughout changes in the markets and in your life, we're on your side.

Call today for a second opinion on any of your investments.

Bouchard-Bates-Ripsam-Boxleitner
WEALTH MANAGEMENT GROUP
of Wells Fargo Advisors

www.bbrb.wfvad.com
970.669.8200
Wells Fargo Advisors, LLC, Member SIPC

Kari Boxleitner
Financial Advisor
CERTIFIED FINANCIAL PLANNER™
Kari.Boxleitner@wfvadvisors.com

Roger Bates
Financial Advisor
Roger.Bates@wfvadvisors.com

PICTURED: (LEFT TO RIGHT) JOSH VALASEK - NEIL HUGHES - JAY GERDES - MIKE LONG

DAVINCI
SIGN SYSTEMS, INC.
the art and science of identification

YOUR NORTHERN COLORADO SIGN EXPERTS!

CALL FOR FREE CONSULTATION

970-203-9292

4496 BENTS DRIVE, WINDSOR, CO 80550

WWW.DAVINCISIGN.COM

Juggling the fire in our bellies

In 1974, a young man named Dana Smith traded a full scholarship at a prestigious private university to travel the country walking tightropes, acting the clown and training circus dogs with a small vaudevillian circus.

Smith will tell you that he never once looked back. "I didn't drop out of anything," he says. "What I did was step into my life."

After his stint with the circus, Smith went on to create his own show. Thirty-two years later, he is one of the most well-known street performers in the country. He makes his living by gathering an audience, making people smile, and then passing a hat.

For so many of us, our occupations

are more like pre-occupations that distract us from the work that we truly yearn to be doing. We may not believe we have the freedom to make a change because the trappings of the life we have designed encumber us. We may be working so hard to pay the mortgage that we have little time or energy to put toward finding a more meaningful career.



THE CAREER ENTHUSIAST

Carrie Pinsky

Some of us have no clue what would be more meaningful. Going in search of and finding the Holy Grail seems more possible than uncovering our one true purpose.

And then there are those of us who know exactly what our dream job looks like but fear keeps us from pursuing our passions. Just uttering our dreams aloud can be terrifying. Our fears are confirmed when our friends ask, "How on earth will you make a living doing that?"

For all these reasons and more, we remain stuck doing work that numbs our brains and oppresses our spirits.

When the dreams won't go away

But what do you do when the

dreams just won't go away? This is not to suggest that we all run off and join the circus. But perhaps we can all learn something from the Dana Smiths of the world, something about being willing to risk everything to protect and pursue the one thing that really matters — the opportunity to use our unique gifts and talents to make a difference in the world.

So, where do we begin? How do we find and follow our passions? The path to meaningful work is often akin to tearing up the entire house looking for your car keys and then discovering that they were right in your hip pocket all along. We may spend a lot of time and money taking courses, getting counseled, un-learning things our parents or society told us were true, reading books and blogs, quieting our egos or simply wracking our brains trying to discover what we want to be when we grow up.

These can be worthwhile activities, but it is important to realize that you already have the answer. It is within you, not outside of you. Passion tends to whisper. And so we begin by listening carefully to our own inner voice and by believing what we hear.

The next step is to take action. Following one's passion is not so much an elegant leap as a clumsy tumble in the direction of those dreams. You need to be willing to look and feel awkward as you move forward.

There is no guarantee that if you follow your dreams and work hard that the money will come. That is the stuff of glossy magazines in which people turn their passion for pajamas or sheet metal into million-dollar businesses. You will doubt yourself.

"Over time you learn to live with risk and uncertainty," Smith adds. "You welcome it even, because working your way through fear and doubt offers yet another opportunity to polish and refine your work."

Following your passion does not guarantee that you will live happily ever after, but it does ensure that you won't look back with regret for never trying this one thing. It is important to take action every single day regardless of how terrified you feel. Whoever said, "There can be no transformation without trembling," was very wise.


And finally, working and living in alignment with our passions involves surrendering to the process. You must jump in all the way and go with the flow. Why?

The "woo-woo" among us will say that when we take a leap of faith the universe rises up to catch us. More pragmatic thinkers believe that taking significant personal or financial risk is what gives us the mettle and fortitude to overcome the obstacles we will face along the way. In any case, when we fully surrender there is no turning back.

A few weeks ago, Dana Smith performed at Ghirardelli Square in San Francisco. The sky was gray, the air cold and damp. But as if right on cue, a group of strangers circled up to be entertained. With his 60th birthday just a few months away, Smith juggled fire while standing on a board teetering on a gigantic ball. The crowd was mesmerized. The sound of laughter echoed across the square. In that moment, fear and uncertainty were nowhere to be found. Time stood still.

And everything was all right.

Carrie Pinsky also writes the Career Enthusiast blog at www.ncbr.com.



"The importance of entrepreneurship cannot be overstated. Every business, institution or organization came about because of entrepreneurship. Having the initiative and the courage to be creative and to take a risk for a new business venture is what has made America great!

The Everitt Companies and our family were honored to receive the Bravo! Award in 1999. We were honored that the Northern Colorado community recognized us for our willingness to undertake new ventures, and for the fact that our company and its employees were creative, willing to take a risk, and had the courage to bring a business venture to fruition."

— Bob Everitt
 Founder, Everitt Enterprises

Bravo! Entrepreneurs Lifetime Achievement 1998-2010

2010	Don Churchwell Home State Bank
2008-2009	Gene Markley Markley Motors
2007	Larry Kendall The Group, Inc.
2006	D. B. "Pete" Peterson J. Barney Flood Flood & Peterson Insurance
2005	George Hall Hall-Irwin Corporation
2004	Bill Neal Wheeler Commercial Property Services
2004	Leo Schuster Progressive Living Structures
2003	Kathryn Hach-Darrow Hach Company
2002	Bob Tointon Phelps-Tointon, Inc.
2001	Tom Gleason First National Bank
2000	Ken Monfort Monfort Meat Packing
1999	Bob Everitt Everitt Enterprises
1998	W. D. Farr Water, cattle and banking pioneer



Our world is better today because extraordinary individuals have taken risks. They started with only an idea – and they grew it into something much larger. Something that's changed lives, provided jobs, generated growth, and most importantly, they've helped shape our community.

Bravo! Entrepreneur Awards recognizes those individuals who demonstrate the characteristics of success and who have overcome obstacles to become one of our community's most respected business leaders. To learn more about Bravo! Entrepreneur Awards, please visit www.NCBBR.com.

Let's celebrate the entrepreneurial spirit of northern Colorado

Entrepreneurs make a difference.

2010 Bravo Award Sponsors








ETC.

On The Job
People in the news, on the move
Page 10

Briefcase
Regional business developments
Page 12

LISTS

Region's largest

Employment staffing agencies
Page 6

Residential real estate brokerages
Page 17

Public-sector employers
Page 20

Private-sector employers
Page 20

Business parks
Page 21

College grads make their own jobs

Universities training next generation of creative entrepreneurs

By Molly Armbrister
news@ncbr.com

With Colorado's unemployment rate at 8.6 percent, college graduates are getting creative when it comes to making a career out of their newly completed educations. For more and more graduates, this means starting a business venture all their own.

Fortunately for these young hopefuls, the entrepreneurial environment in Colorado is a friendly one, from business schools preparing students to begin their venture to established business owners who welcome aspiring entrepreneurs.

The College of Business at Colorado State University is making sure that students have the opportunity to gain all the skills and inspiration necessary to jump-start any entrepreneurial leanings they may have. The college offers a certificate of entrepreneurship program to interested business and

See **ENTREPRENEURS**, 14

Entrepreneurial motivation

When college graduates hit the streets with a newly minted sheepskin, they also hit economic reality head-on.

- Unemployment among people under 25 with bachelor's degrees was 9.6 percent in December, up from 8.6 percent in November and 5.9 percent in 2008.
- More than one-third of college graduates are currently working at jobs that don't require a degree.
- In 2009, two-thirds of four-year undergraduates borrowed to pay for school. The average student loan debt was over \$27,000.
- Workers 55 and older comprised 19 percent of the American workforce in 2009, up from 12 percent in 1999, remaining in jobs that would have opened up to new graduates before the Great Recession.



SOURCES: BUREAU OF LABOR STATISTICS; CENTER FOR LABOR MARKET STUDIES AT NORTHEASTERN UNIVERSITY; SLOAN CENTER ON AGING & WORK AT BOSTON COLLEGE; FINAID.ORG

Business Report illustration

True leadership comes from within

When you do internal work first, then you can connect with others

When we read compelling stories of leaders in business, in politics and in society, most of the emphasis is placed on what the person has accomplished and achieved. It's all about how they've affected others.

That's not the source of leadership, though. True leadership begins on the inside — what I like to characterize as the five Cs.

Character

A true leader takes seriously the ideas of

honesty, integrity and principles. Others will quickly sense whether they are able to trust that his or her actions will be consistent and headed toward a compelling purpose.

Think about it: Would you want to follow somebody who can't be trusted? Why would you bother being led in a direction that doesn't align with goals that inspire you?

Over the last year, Gus Lee has inspired us



LEADERSHIP 2011

Carl Dierschow

with his talks about the importance of character. Although his experience at West Point gives him many military examples, he tells just as many stories of individuals in business or society whose strength of character inspire others to follow along and contribute.

Courage

Lee also has talked compellingly about the role of courage. Leadership is lonely, because you're not leading unless you're going in a direction that's unexpected. If it's unexpected, there's risk involved. Others will doubt, criticize, and impede your progress.

It's not really courage unless you have tough choices to make. Taking the easy path

See **LEADERSHIP**, 14



The Season of Audi Event

Truth in Engineering



2011 Audi A4 quattro Premium Package
\$498mo

36 month lease plus tax

\$1900 cash or trade plus 1st months payment plus tax plus refundable security deposit due at lease signing. MSRP \$38,820 10K miles per year. Stk#39217 Expires 2/2/2011



2011 Audi A6 3.0 quattro Premium Plus Package
\$699mo

36 month lease plus tax

\$1900 CAP reduction. Plus 1st month's payment & refundable security deposit with approved credit. MSRP \$53,475, 10K miles per year. Stk#39244. Expires 2/2/2011



(970) 226-3000

www.audi.usa.com/ed-carroll

3003 SOUTH COLLEGE AVE.
FT. COLLINS, CO

HAVE YOU REALLY THOUGHT ABOUT YOUR FINANCIAL FUTURE?

Your FINANCIAL future depends on ACTIONS YOU TAKE NOW. Call today.



Andrew Moore
Financial Advisor

970-613-2185



INVESTMENT CENTERS OF AMERICA, INC.
We know the territory.

Andrew Moore
Financial Advisor
Located at Home State Bank
935 N Cleveland Avenue
Loveland, CO 80537

INVESTMENT PLANNING | BROKERAGE SERVICES | PORTFOLIO REVIEW | LIFE INSURANCE

Investment Centers of America, Inc. (ICA), member FINRA, SIPC, a Registered Broker Dealer and a Registered Investment Advisor, is not affiliated with Home State Bank. Securities, advisory services and insurance products offered through ICA and its affiliated insurance agencies are:

NOT INSURED BY FDIC OR ANY FEDERAL AGENCY
May Lose Value
No Guarantee

0113781-0806-40955

ON THE JOB

ACADEMICS

Nancy Levinger, a University Distinguished Teaching Scholar in chemistry at Colorado State University, has been named a Fellow of the American Association for the Advancement of Science. Levinger is being honored for pioneering research on the dynamics of liquids in confined environments and how those environments affect the chemistry, physics and biology of those liquid molecules.



LEVINGER

CONSTRUCTION

Advanced Roofing Technologies added **Dennis Maynard** to the staff as commercial project manager/estimator. Maynard brings over 37 years' experience in the roofing and construction industry.



MAYNARD

TECHNOLOGY

Greeley-based EnviroTech Services Inc. hired **Rob McPherson** as Midwest division manager and **Jerold Vincent** has joined as West Coast regional manager. In these roles, McPherson and Vincent will be responsible for product and business development, new product introduction and operations management for their respective regions.

REAL ESTATE

Don Mackey, Jean Mackey and **Tony Marquis** joined Re/max Action Brokers. Don brings 28 years' experience in real estate, Jean 10 years, and Tony 17.



MACKEY, D.

FINANCE

AscendCFO expanded its Colorado operations by adding financial executive **Mark LaBere** as CFO business partner in Northern Colorado. AscendCFO provides part-time CFO and controller services to small and medium-sized businesses.



MACKEY, J.

HEALTH CARE

Joan Henneberry, former executive director of the Colorado Department of Health Care Policy and Financing, joined Colorado Health Institute as project director of the health insurance exchange. Henneberry's appointment is funded by a grant from the U.S. Department of Health and Human Services to plan for the building and implementation of Colorado's health insurance exchange.



MARQUIS

ACCOUNTING

Patricia Rowe, account technician for the Fort Collins Brown & Brown Insurance office, was recently recognized for her 15 years of excellence by the Society of Certified Insurance Service Representatives. In addition, Brown & Brown recently promoted Rowe to marketing director for the Fort Collins office.



ROWE

BOARDS

Loveland Opera Theatre announced its new board of directors for the 2011-12 fiscal year. The new members are **Robert Hoch**, president/treasurer; **Louise Bercaw**, secretary; **Gordo McQueen**, **Lynda Beierwaltes**, and **Lou Bush**.



HOCH

MISCELLANEOUS

The Fort Collins Area Chamber of Commerce hired **Jamie Grim** as the new director of Communications and Special Events. Grim is responsible for developing, coordinating and supervising all of the communications, publicity and special events for the Chamber, as well as providing advocacy, research and member support.

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

greensummit 2011
GIVING BUSINESS THE MEANS TO GO GREEN

April 7, 2011

Presented by:

Northern Colorado **BUSINESS REPORT** 970.221.5400 www.NCBR.com

Sponsored by:

YOU+

The Centennial Rotary Club & Building Healthy Marriages invite you to discover

THE IMPACT OF RELATIONSHIPS ON BUSINESS PRODUCTIVITY

With a special guest speaker
Tony Hawk, Executive Coach
Hawk and Associates, LLC

February 17, 2011
12:00 p.m. – 1:30 p.m.
Greeley Country Club
Cost: \$13 for non-Rotarians

Presented as part of the YOU+ conference (February 17-19, 2011)

To RSVP: Contact Susan Van Deren at 970-304-6183 or susanv@unitedway-weld.org

Funding for Building Healthy Marriages provided by the U.S. Department of Health and Human Services, ACF, Grant: 90FE0134.

TELECO
OF THE ROCKIES
MORE THAN JUST TALK

Connecting you With Your Customers.

- Business Telecommunications Solutions (Voice and Data)
- Voice Processing Systems
- Voice over IP Solutions
- Call Center Applications and Management
- Call Accounting Packages
- Paging Solutions
- Voice and Data Cabling
- Extended Warranty and Partnership Programs
- Service, Repair, and Remote Support
- Moves, Adds, and Changes
- Full Project Management
- Business Financial Solutions

970-282-7500
www.telecofc.com

TIME OUT



MAGNIFICENT EMBRACE - 1. Susie Magnuson, left, a member of the board of Embrace Northern Colorado; attorney Al Dominguez; Phil Farley with the Community Foundation of Northern Colorado, and David Jessup of Sylvan Dale Ranch pause before a magnificent sunset at the Embrace event at The Ranch on Jan. 20. **2.** Jonathan Seitz, left, with Adamson Funeral and Cremation Services, and Adam Herron with Conquest get some networking in at the Greeley Young Professionals event on Jan. 6. **3.** Gregory Electric received Pinnacle Assurance's Circle of Safety Award for the third year in a row. Shawn Sanne, back left, Gregory Electric; Rod Bryant, Gregory; Charlie Tomlinson, front left, Pinnacle Assurance; Vicki Bubnich, Pinnacle; Mark Iler, Gregory; Derrick Thompson, Gregory; Chris Schlag, Pinnacle; Rick Butler, Gregory. **4.** Michael Bennett, left, assistant to Rep. Cory Gardner, and Brian Werner of the Northern Colorado Water Conservancy District joined Weld County Commissioners Barbara Kirkmeyer and Sean Conway after Gov. John Hickenlooper's Economic Development Tour stop at The Ranch on Jan. 17.

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



a-train[®]

marketing communications inc.

GET YOUR BUZZ ON...

Facebook[®]... Branding ... Twitter[®]... PR ... What does it all mean?

Don't worry; we've got you covered. A-Train Marketing Communications, Inc. is a full-service agency committed to bringing attention to you. From strategic planning and message definition, branding and positioning to print & web communications — and Facebook[®] and Twitter[®] — we do it all. And we do it all to give you the buzz you deserve.

www.atrainmarketing.com

215 W. Oak Street, Suite 800 A | ph: 970.419.3218
Fort Collins, CO 80521 | fx: 970.482.3442

Other banks have come and gone. We have stood our ground.
We're serious about putting our capital to work in Colorado.

Adams Bank & Trust has consistently been and remains ranked among the strongest regional community banks. Don't take our word for it. Look at our ratios and rankings, and you'll discover why we are among the strongest. Go to FDIC.gov or FFIEC.gov.

Banks are not alike. Adams Bank & Trust is committed to working with our customers to create unique solutions. Call us to discover the Adams Bank & Trust difference.

ADAMS BANK & TRUST
A Family Owned Regional Bank

7800 S. Highway 287 Fort Collins, CO 80525 970-667-4308	8308 Colorado Blvd. Firestone, CO 303-833-3575	1201 S. Lake Ave. Berthoud, CO 970-532-1800
--	---	--

LEADING THE WAY WITH BETTER BANKING



abtbank.com



BRIEFCASE

Nonprofit notes

Larimer County RSVP Volunteers served its one-millionth hour in 2010. RSVP is a nationwide volunteer program that matches persons 55 years old and better with meaningful service opportunities in their community. RSVP volunteers are part of a national service community known as **Senior Corps**. Since 1999, the program has grown to include nearly 800 volunteers at over 60 different community agencies addressing critical community needs in Larimer County.

Character Fort Collins and Fort Collins Mayor Doug Hutchinson recognized **OtterBox** and the **OtterCares Foundation** with the Character in Action Award for demonstrating the characteristics of generosity and humility through the "Get It, Grow It, Give It Challenge." Each OtterBox employee was given a \$200 grant certificate and challenged to grow it in some fashion, such as making a personal matching donation, volunteering time, donating goods or other creative ways.

Funding Partners, a nonprofit Community Development Financial Institution, recognized **U.S. Bank** for its support of affordable housing needs

in Colorado. U.S. Bank, through the **U.S. Bancorp Foundation**, awarded Funding Partners \$6,000 to help offset operating expenses attributed to Funding Partners' affordable housing programs throughout the state.

Homeless Gear, a local volunteer initiative to collect outdoor gear and basic clothing for the homeless, is now a **United Way** supported program. Homeless Gear maintains a clothing bank and gear room at the **Sister Mary Alice Murphy Center for Hope** in Fort Collins. The program serves the adult homeless population as well as children and families through its Children In Need program.

KUDOS

Northrop Grumman's Information Systems sector selected Loveland-based **Numerica Corp.** from more than 10,000 active suppliers to receive the Supplier Excellence Award for meeting the highest criteria for schedule, management performance and responsiveness, technical performance, financial performance, and quality and mission assurance. The award is given to the top 50 companies whose technical innovations, quality products and services, and outstanding performance significantly benefitted Northrop Grumman and its government and commercial customers.

The Community Services Programs at **Foothills Gateway** received accreditation for a period of three years from **CARDF International**. The accreditation marks 35 consecutive years of accreditation awarded to Foothills Gateway by the international accrediting body. This is the highest level of accreditation that can be awarded to an organization.

NEW PRODUCTS AND SERVICES

Colorado Hire Patriots, a local organization that serves U.S. military members, veterans and their families through unique job assistance opportunities, launched a new website at www.Colorado.HirePatriots.com. The website serves as an online portal to connect veterans to job opportunities across the state.

NEW LOCATION

CFP of LL Financial Group relocated to the **Chase Bank** building on East Seventh Street in downtown Loveland. In its seventh year of business, LL Financial Group specializes in creating and preserving wealth for their clients within the scope of a comprehensive personal financial plan. The office number remains unchanged at 970-613-1553.

DEALS

Derek and Stephanie Boulton purchased the **Sodbuster Inn Bed & Breakfast** Aug. 4, 2010. The guest room bed and breakfast, located in the historic downtown district of Greeley, provides accommodation, private bathroom, cable TV, wireless Internet and individual climate control.

ANNIVERSARIES

Hamilton Linen & Uniform celebrated 100 years of service to Colorado's Front Range this year. Founded in 1911 by Fredrick Hamilton Sr. as the **Hamilton Towel Supply Co.**, Linen & Uniform now provides linen and uniform rental services to a variety of health care and hospitality markets.

PROJECTS

JP Morgan Chase Bank selected **Heath Construction** to build its new \$1 million branch at **North College Marketplace** in Fort Collins. The 3,800-square-foot project, which began mid-December, will be completed in April.

MISCELLANEOUS

Be Local Northern Colorado welcomed new and renewing members **Nordy's Bar-B-Que & Grill**, **Colorado's Best Beef**, **Aspen Grove Marketing**, **Raindrop Retreat & Permaculture Project**, and **Pain Wizard**.

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

Increase your marketing results and lower your costs!

You can, thanks to Northern Colorado Business Report Digital Marketing, powered by GrowthWeaver. You can put state of the art digital solutions to work for your business, for as low as \$119 per month, plus a start-up fee!

NCBR Digital Marketing Solutions include:

- Social Media
- Email Marketing
- Blogging
- Digital Reputation Insights
- Behavioral Targeting and More.

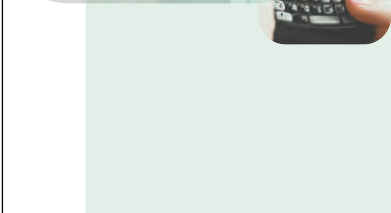
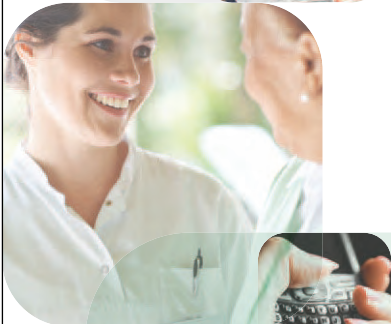
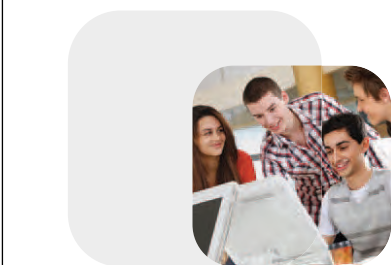
Digital Marketing Solutions can help you:

- Eliminate expensive printing and postage costs
- Build your own loyal base of followers
- Generating business leads and website traffic
- Manage your company's digital reputation
- Give you measureable results
- Save time and money

Call Sandy Powell, NCBR sales director, today for your free evaluation! (970) 232-3144



spowell@ncbr.com



INTERCHANGE, from 1

the interchange's northeast corner. "We knew we couldn't develop our property until we had that in place."

Muth owns 100 acres of vacant land near the interchange and is the largest landowner in the vicinity.

The replacement of the interchange comes too late for one big potential development project — a shopping mall proposed by Tennessee-based CBL and Associates — that bypassed the Muth property in 2003 because of the \$20 million-plus price tag.

"We were competing with Poag and McEwen (Lifestyle Centers) at Centerra and Bayer (Properties) at Front Range Village," David Muth said. "We had a great site, but \$22 million to replace that interchange was a lot of money. At the end of the day, CBL found replacing it was insurmountable."

Cities stay focused

But the planning staffs of Fort Collins and Windsor, along with local landowners, continued to try to find a way to finance the interchange's reconstruction. Those efforts rose and fell over the years but never completely ceased. Then, in 2009, the federal American Recovery and Reinvestment Act was passed by Congress to provide jobs and economic revitalization.

The interchange project was "shovel-ready" as required by ARRA, but missed the first funding cut in 2009. When a second wave of stimulus funds was released in May 2010, the project, with the backing of the Colorado Department of Transportation, received \$20 million that made its reconstruction a reality. With the addition of \$2.5 million in state

FASTER funds for right-of-way acquisition, only \$5 million was needed to round out the funding package.

Windsor and Fort Collins agreed to split the final cost and recapture those funds through development fees to be charged in a Corridor Activity Center around the interchange.

Pete Graham, CDOT Region 4 spokesman, said the project will be sent out to bid on May 12, with a groundbreaking set for July 1. Construction will take about 18 months to complete, making the new interchange ready to reopen at the end of 2012.

Landowners are pleased the project finally has a timetable.

"Number one, everybody is very excited about the interchange finally moving ahead," Couch said. "The cooperation between Fort Collins and Windsor and the stakeholders has really been phenomenal."

Joe Plummer, Windsor planning director, said the property on the east side of I-25 began to be annexed into the town in 1996. Plummer said the failing interchange, which can back traffic up onto the interstate, has challenged development of the area.

Plummer said Windsor regards the interchange area as vital to its economic future. "We've always anticipated that (area) to be a premier site for regional development," he said. "Once the bridge is opened and functions as a normal traffic-generating facility, we anticipate more and more businesses will want to locate at that particular interchange."

Details remain

While both cities and CDOT have signed agreements outlining their ongoing responsibilities, final details on the

fees to be charged in the CAC and its exact boundaries still need to be resolved by March 31.

"Until the (CAC) boundaries are finally set, we really can't set the fee yet," said John Frey, Windsor town attorney.

Landowners who have waited for years for any movement on the interchange project are generally in favor of the CAC and the fees to be charged within it until the \$5 million is paid back.

"I look at the \$5 million versus the \$28 million and it's an easy decision," said David Muth. "I think from an overall standpoint, we're all OK with it."

But Muth noted that details of the CAC still must be nailed down. "Who's going to be in that CAC, I'm not sure," he said. "Our only concern is how that's laid out. I think all the landowners affected by the interchange should share in the costs, but everybody uses that bridge and everybody benefits."

Couch said the arrangement to have CAC funds pay back the investment by Fort Collins and Windsor makes sense for all.

"It makes sense to delay that until development takes place," he said. "That's a win-win for everybody. The towns will be paid back and money will start flowing through these parcels."

Couch said the new interchange will eventually open up a world of commercial possibilities when the economy rebounds.

"They've created a location for a regional commercial area," he said. "There's probably not enough demand right now, but certainly in the near future, the next two to five years."

"Someday, that will be a commercial center that will stand right up there with the other two (at Centerra and Front Range Village)," he said.

INNOSPHERE, from 3

RMI. A loan from the city of Fort Collins supported the remaining costs, and Forsyth said the organization is still lining up grants to help with the loan payments.


While the structure and layout are organized to be "utilitarian," the building design is unconventional, with curving walls and exposed structural steel on the inside, providing a highly aesthetic and organic flow through the corridors and offices.

"We didn't want the building to have an institutional feel," said Bryan Dennis, an RMI consultant and facilities manager. The design maximizes natural light and openness with floor-to-ceiling windows, creating a unique office atmosphere.

Forston Labs is one of several companies occupying the first floor, dedicated mostly to bioscience technology. The businesses share wet laboratories, and the entire building is designed around the common spaces and meeting rooms meant to be shared and to encourage collaboration between employees of the numerous tech firms.

Zelenak said the transition from garage to cramped quarters to brand-new labs and offices provides companies like his with a "sign of stability" that boosts individuals' and investors' outlooks on business. Forston Labs had delayed hiring new staff until the company moved into the Innosphere building, but has recently added a software engineer and an applied chemist.








And from the perspective of a principal trying to win over prospective clients, "this gives us a layer of credibility," Zelenak said.




Realities For Children 13th Anniversary

NIGHT LIGHTS

Sponsored by:

Presented by:



Presented By: Realities for Children **Sponsored By:** Otter Box, M&E Painting, Alexa's Angels, EKS&H, The Light Center, Heath Construction, Comcast, Alphagraphics, Apogee MultiMedia, Clay Pot Creative, F.L.E.XX. Productions, First Presbyterian Church, Fort Collins Coloradoan, Fotodrama Creative Photography, K99, Lydia's Style Magazine, NextMedia Outdoor, Inc., Northern Colorado Business Report, Qdoba Mexican Grill, ROCK 102.9, Rocky Mountain Parent Magazine, Sunstate Equipment, The Point 99.9, The Senior Voice, Thrifty Nickel/American Classifieds, TRI-102.5, 94.3 MAX FM

For a complete listing of NightLight Tree Light Sponsors, visit GiveaNightLight.com or call 970.484.9090.

Champions for Children
The individuals and businesses below, are those that donated or helped to generate at least 30 NightLight Sponsorships. **Hooters of Loveland, OtterBox's OtterCares Foundation, Overland Sertoma, Susan Beck, Toddy Coffee**

Stars for Children - *The individuals and businesses below, are those that helped generate or sponsor at least 10 NightLight Sponsorships.* **Benzav Trading, Carol and Frank Medsker, Debbie Guinn - The Group, Inc. Real Estate, Family and Employees of Motherlove Herbal Company, Hilton Richard and Martha Miller, In Loving Memory of: Mr. and Mrs. Lohmeyer Parents of Joan E. Lohmeyer Meroney, Intrepid Potash, Inc., Laura and Kristin DeVoe, Mitch and Becky Morgan, North Fort Collins Business Association, Richard and Vivian Gearhead, SurfLocal.Net - Trinty Prescott, Texas Roadhouse of Fort Collins**

Six Lights: Foster and Adoptive Families of County, Northern Colorado Derby Girls, Thunder Mountain Harley-Davidson of Loveland
Five Lights: Ewing-Leavitt Insurance and Their Employees, FirstBank of Northern Colorado, Loveland Luncheon Optimist Club, Matrix Energy, Paul Morley Consulting Service, Rocky Mountain Dental Lab Stanley M. Howard, Sara and Douglas Hunt, Signs by Tomorrow, Tried & True Automotive
Four Lights: Fadness Electric, NextMedia Outdoor, Inc. - Diana Justin, Robin Pelkey, Vision Financial Group, Inc.
Three Lights: H&H Farm Management, Mary Brinkmann, Rocky Mountain Chocolate Factory, Sendout Cards - www.SOCRealities.com, Teresa Funke
Two Lights: APEX Rooter, Plumbing & Septic Service, Archie & Carol Dyer, Arlene Kramer, Bighorn Family Dentistry, Brian Baldwin - Northwestern Mutual, Financial Network, Carandale Farm, Charles and Pearl Hagemester, Coal Creek Landscaping, LLC, David and Stephanie Hill, Duncan Business Services, DunnHogerty Private Wealth Counseling, EnviroPest, Endless Summer Tanning & Boutique, Fort Collins Club, Fort Collins Partners in Child Care, Hampton Inn, Residence Inn Marriott and Fairfield Inn and Suites by Marriott - Loveland, Janet and KC Picha, Jennifer and Alan Kenyon, Jennifer Moore, Kathleen Bohmont, Kenneth and Cynthia Anderle, Kevin and Judy Shaw, Nicholas & Cortney Lanktree, Retirement & Estate Advisors, Inc., Robert and Daunine Heath, Robert and Sandy Powell, Rodahl & Company LLC, Rodney Wilson - Vision Financial Group, Shippan Partners, LTD First Aid 2000 of Ft. Collins, Showcase Window Fashions, Steven J. Wick & Associates, PC, Teresa Funke, Todd Markus, Viney Trucking, Inc.
In Loving Memory: Aspen Rachel Leach, Bob Taggart, Chet Smith, Harv Nesbitt, Hazel Craig, John Burruss Schreck, Mark Johnson, Marshall Canafax, Miriam Mielke, Norene McKenna, Dr. Robert G. Carter, Zach Hunt

Thank you to the 2010 Realities For Children's NightLights' Tree Light Sponsors!

ENTREPRENEURS, from 9

engineering students.

According to Associate Professor Dawn DeTienne, who manages CSU's entrepreneurship curriculum, the program requires that students complete three courses, beginning with an introductory class that teaches the basics of getting a start-up off the ground, then continuing with a class on business planning. Students then choose between three courses: one on project start-up, one on social and sustainable business, or one on corporate entrepreneurship.

The program works for many of the students who complete it, DeTienne said.

"We have students every semester who go out and start their business," she said. "All of the professors have started their own ventures, so they have the experience and the education."

Young people realize dreams

Two CSU business school grads who completed the entrepreneurship program and made the most of what they learned are Juwon Melvin and Aaron Madonna. After graduation in 2008, they began DreamReel Media, a business focused on helping young people realize their dreams.

Melvin said that he and Madonna first came up with the idea in one of the entrepreneurship classes and decided they wanted to make it a reality.

"I'm in love with the idea of creating something that never existed before," Melvin said.

Melvin and Madonna took their idea and their passion and launched their business, which uses different media to

communicate the same message: "Live Young. Live Well. Live Now."

They both hold down day jobs, but according to Melvin, both men will be employed solely at DreamReel Media by May.

Part of the reason for the success of small businesses like DreamReel Media is the support of established businesses in Colorado. Brad Feld, managing director at Foundry Group in Boulder, believes in the inclusion of young entrepreneurs as a way to keep the current entrepreneurial environment alive and vibrant.

"You have to continually get fresh blood into the entrepreneurial ecosystem," Feld writes on his blog, FeldThoughts. "It has to be easy for a new entrepreneur to emerge in your community and get connected with the experienced entrepreneurs and investors. If someone moves to your community, it has to be easy for him or her to engage."

Colorado is one of the easiest states for young businesspeople to break into the entrepreneurial world, according to FormDs.com, a website that tracks the number of SEC filings by startups and growing companies when they raise money.

The most recent data collected by FormDs.com shows Colorado had 95 fundraisings per million people between October 2009 and October 2010, second only to Massachusetts with 100 fundraisings per million.

Open to collaboration

The friendly atmosphere in Colorado is "extremely important," according to Carl Hammerdorfer, director of the Global, Social and Sustainable Enterprise Master of Business

Administration program and executive director of the Center for Advancement of Sustainable Enterprise at CSU.

"The amazing thing about Colorado is the real, incredible openness to collaboration," he said.

The GSSE program is another example of how CSU is preparing students to break into the entrepreneurial world. The program trains students to be entrepreneurs, but more specifically gives them the skills and knowledge needed to launch businesses that earn money while providing some good or service to those at the base of the economic pyramid, often in other countries, such as India or Sri Lanka.

The program, like the undergraduate certificate of entrepreneurship program, allows students to build a venture. Approximately 30 percent of students bring their ventures to fruition after graduation with the help of an incubator that exists as part of CASE called the New Economy Venture Accelerator.

This incubator is designed to assist with new businesses, whose products are typically still prototypes that are unlikely to attract early financing, according to the Hammerdorfer.

The Monfort College of Business at the University of Northern Colorado offers young entrepreneurs a shot at financing as well as feedback from local business experts through its annual Entrepreneurial Challenge. This year, 24 have advanced to the preliminary challenge phase of the competition, according to David Thomas, assistant professor of management for the College, 17 in the startup ventures category.

They all presented their business con-

"The amazing thing about Colorado is the real, incredible openness to collaboration."

Carl Hammerdorfer, director
Global, Social and Sustainable
Enterprise Master of Business
Administration

cepts on Jan. 26 (after the *Business Report* went to press) and received a private roundtable session with the judges.

On Feb. 3, five finalists in each category will be notified that they are one step closer to earning a share of the \$36,000 seed money. The 10 finalists will then compete in the all-day Entrepreneurial Challenge on March 3 on the UNC campus in Greeley, which will also feature a variety of workshops and networking with local companies that support entrepreneurial growth.

With this sort of support, the future looks promising for graduates with the drive and desire to create their own job opportunities. They just might find some answers to the question Juwon Melvin poses to young people he meets through DreamReel Media: "What are you going to get out of this thing called life?"

LEADERSHIP, from 9

would just require that you make some easy choices. Heading off into challenging territory despite your fear needs courage. It takes great courage to continue on, through the doubts and hardships, just because there's an important purpose propelling you forward.

Commitment

People are drawn to follow others who show consistent direction toward something that's important to them. And that's not just doing the easy part, but also committing to work through the inevitable challenges.

Commitment is infectious. Dedicated people inspire others to the same thinking, and the passion builds on itself. As Margaret Mead said, "Never doubt that a small group of committed citizens can change the world. Indeed, it is the only thing that ever has."

A true leader not only commits to a compelling purpose, but also to the people involved. When you can trust that someone "has your back," you're going to work much harder to help them achieve their goals.

Clarity

The internal attributes of character, courage and commitment need to connect with others. Clarity is demonstrated not only in words and actions, but also in the consistency that people see.

Clarity is most powerful when it's uncomplicated and straightforward. If you have to use obscure logic or build from suspect data, you're going to lose people.

What's clear to you may not be clear to others. A powerful example is business leaders who have learned to manage by the numbers, who understand

how revenue, expenses, taxes and profits all work together. In my experience, very few have mastered this, and in fact most people are intimidated by their lack of understanding of finances. If you're trying to lead your organization through difficult changes because of the impact on profitability, you'll have to help people internalize how the finances work. Otherwise, they may never get clarity around why you need their support.

Compassion

Finally, leadership is all about how you elicit support from others. If you aren't sensitive to what others need from you, and how your actions affect them, you'll never see success. People will feel trampled, ignored and disengaged.

I choose the word compassion not only because it starts with a C, but because it's more powerful than just listening to people. The compassionate leader will understand and respect that each person has their unique point of view, motivations, and challenges. When these are addressed, the leader earns the trust and respect of each individual. The group also grows stronger, because everyone can see that their uniqueness is valued, and makes a contribution to the accomplishments of the team.

Leadership is difficult, and each of us is called to be a leader in certain situations. It's inspiring to see the accomplishments of those who have succeeded before us, but recognize that the hard work was who they became internally. Your challenge is to become that person who will lead in ways that make a difference, building upon your own personal strengths and skills.

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

MERCURY



NORTHERN COLORADO'S 100 FASTEST GROWING COMPANIES

May 19, 2011

Sponsorships available.

Call 970.232.3132

E-mail De Dahlgren: ddahlgren@ncbr.com
www.ncbr.com

Sponsored by






Event architect

Northern Colorado BUSINESS REPORT



REAL ESTATE & DEVELOPMENT

Revised plans for The Grove in the works

After project denial, Campus Crest looks at greener building

By Jessica Centers
news@ncbr.com

FORT COLLINS — The Grove, a 600-unit student housing project proposed for Centre Avenue south of the Gardens at Spring Creek in Fort Collins, has been met with fierce opposition from homeowners adjacent to the property owned by the Colorado State University Research Foundation. A new plan has been submitted to city planners, but the fight is far from over.

In November, the city's Planning and Zoning Board approved amendments to the Overall Development Plan for the site that would accommodate the project, but denied the more specific Project Development Plan for The Grove. Neighbors appealed the approved amendments to the Fort Collins City Council. On Dec. 21, the council voted to overturn the board's decision, thus denying the project plans.

The Grove's developer, Campus Crest Communities based in Charlotte, N.C., must now begin the review process anew, resubmitting both its PDP and ODP.

The company's founders and co-chairmen, CEO Ted Rollins and Chief Investment Officer Mike Hartnett, say they're taking local concerns seriously and are working with adjacent neighborhoods and city officials to adjust their plans accordingly. In fact, they traveled to Fort Collins Jan. 19 to participate in a workshop with CSU's Institute for the Built Environment to take a closer look at green building practices for The Grove and projects across the country.

"Mike and I personally took an interest when we saw issues needed to be addressed," Rollins said. "We're very fortunate the community pointed out resources and we established new relationships to improve our procedures nationally. Although it's been somewhat confrontational, our intent is to listen. We're responding to (neighbors') issues, making sure we hear them all. We're still in the issue-finding, issue-gathering mode."

New project plan submitted

"There were several issues as to why (the PDP) was not approved (by the P&Z board)," said Steve Olt, city planner. "The block structure requirement in the city's land use code was not met with the proposal. There were several other modifications of standards, one dealing with pedestrian connectivity that was ultimately denied. Those are the reasons why the previously submitted plan is not moving forward."

As a result, Campus Crest submitted a new PDP on Dec. 8 that is under review by city planning staff, though it can't move forward until the developer submits a new ODP as well. Olt said the lat-

est plans meet the required block structure requirements and address connectivity issues. The city was shown a conceptual amended ODP on Jan. 10, he added.

On Jan. 18, the city held a neighborhood meeting to discuss the proposed amended ODP.

"What we're being told by the applicant and consultant is they are planning on resubmitting the ODP and revisions to the PDP on Jan. 25 (after the *Business Report* went to press)," Olt said. If the developer sticks to that timeline, plans could then go to a public hearing before the P&Z board as early as March 17.

If Campus Crest is serious about adjusting to neighbors' concerns, that timeline may be short.

Kevin Barrier, HOA president for 32 homeowners in the Windtrail on Spring Creek subdivision, said the project is essentially an island of 13 large-hotel-sized buildings that strip connectivity between Centre Avenue and Shields Street and does not fit with the surrounding neighborhood. He has serious concerns about the project's drainage plans putting his neighbors' basements and safety at risk.

"We are by no means being NIMBYs," he said. "We've known that (site) is going to be developed. We just want it developed right."

Bending the rules

Barrier said Campus Crest has been trying to bend the zoning rules to fit their project rather than design something that fits the area's development plan. The homeowners' appeals are based on extensive reading of the city's land use code, he added.

"I believe that cooler heads will prevail," Barrier said. "This is a jewel of a property for CSU. They're the center for research and building things better. We want to make sure that if somebody's going to develop, they're following code, not given a free pass because they're bringing money in. I'm a CSU alumnus. Professors live on the street, we support CSU. It's a little frightening that CSURF is this hungry for money that they're not following the things we believe CSU believes in."

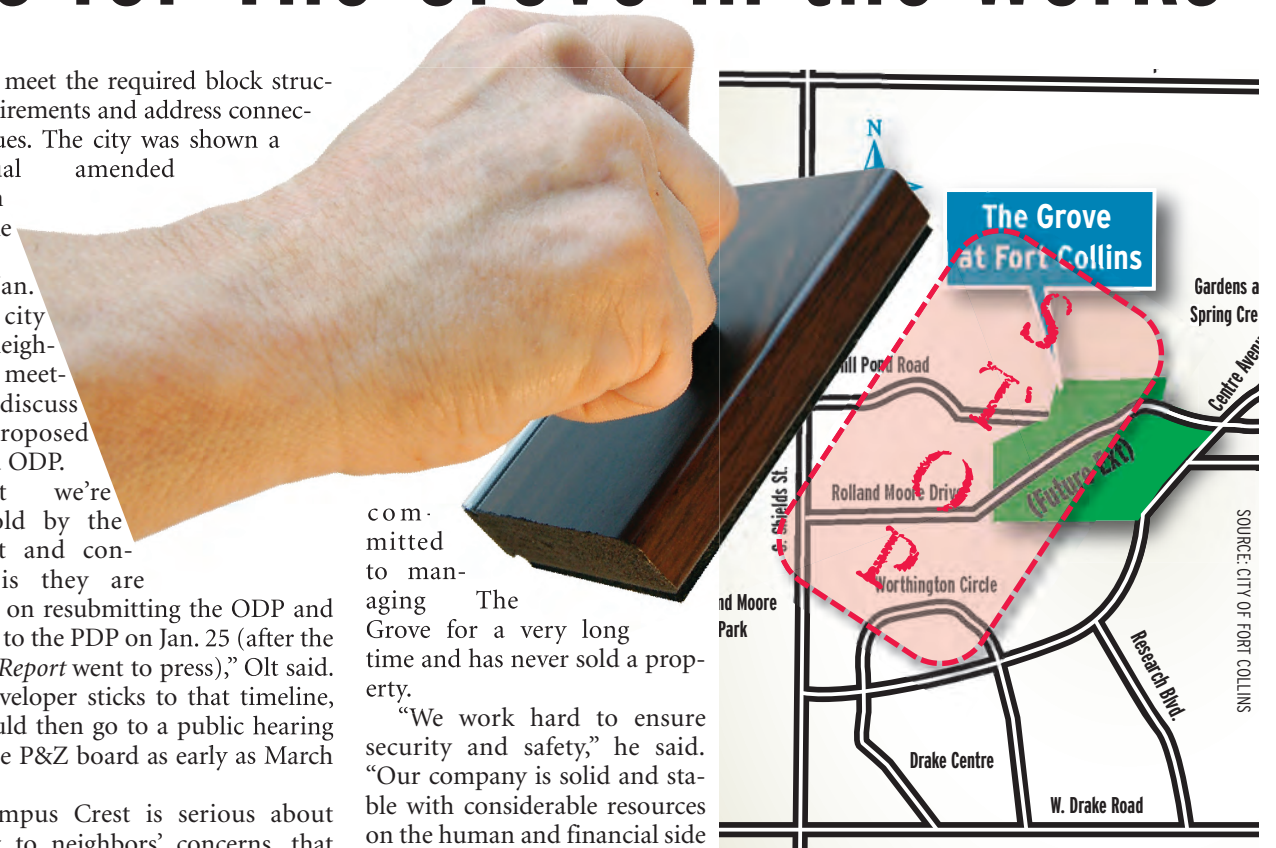
Hartnett said Campus Crest is serious about re-evaluating its plans and green building practices with IBE's help. The company is also committed to meeting the city's new green building code, he said.

"It's been a great learning experience," Hartnett added. "We're confident we're going to engage with the community and emerge better. We look forward to working with Fort Collins."

Rollins said that Campus Crest is

committed to managing The Grove for a very long time and has never sold a property.

"We work hard to ensure security and safety," he said. "Our company is solid and stable with considerable resources on the human and financial side that allow us to own and operate all of our communities. Our focus is to make sure we manage things effectively."



BACK TO THE DRAWING BOARD — Plans by North Carolina-based Campus Crest Communities to build a massive student-housing complex on Centre Avenue south of the Colorado State University Campus were denied by Fort Collins City Council in December. The developer is in the process of revising and resubmitting plans for the project.

Northern Colorado Commercial Association of Realtors First Quarter 2011 Annual Meeting

Join Us For An Informative Session and Lively Networking



Making Projects Work Through the Recession

Exploring Public/Private Partnerships

Wednesday, February 9, 2011

7:00am-9:00am

Breakfast served at 7

Presentation begins at 7:30 sharp

FREE For NCCAR members, \$60 for non-members

RSVP to Sarah at sarah@nccar.com

Location: Embassy Suites, Loveland, CO Crossroads & I-25

For more information on joining NCCAR, please go to www.nccar.com

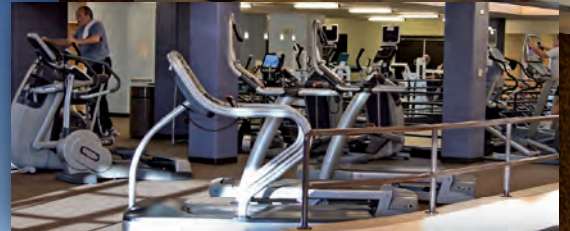
Hosted and sponsored by:



drahota

Grand reopening – Chilson Rec Center, Loveland, Co

The 18,000-square-foot expansion and renovation of the existing building opened to a cheering crowd gathering in both business and swim suits. The addition included a new leisure pool, lap pool, indoor and outdoor spas, a cardio and weight area, weight room, two gymnasiums, three racquetball and wallyball courts, a dance and aerobics room and an indoor cycling studio. The renovation also transformed the public entrance and administrative office areas, as well as adding additional parking.



Drahota thanks all of our project partners, including the following:

Project Team

Owner: City of Loveland
Architect: Barker Rinker Seacat
General Contractor: Drahota

**GREGORY
ELECTRIC INC.**

Loveland **970-669-7609**
Fort Collins **970-224-3242**
Granby **970-531-0960**

www.gregoryelectricinc.com

Foundation Coatings and Air Barriers Provided By:

Rub-R-Wall Waterproofing

970-566-3856



*High Country
Pools & Spas*

mail@highcountrypools.com
www.HighCountryPools.com
Fax: (970) 226-2659

6330 South College Avenue
Fort Collins, Colorado 80525
Phone: (970) 226-2657

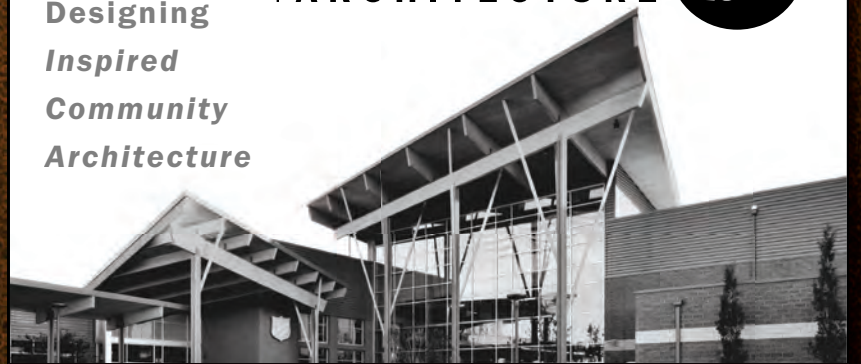
Colorado's Premier Pool & Spa Builder since 1968

we take FWN seriously!

BARKER RINKER SEACAT
ARCHITECTURE



Designing
Inspired
Community
Architecture



WWW.BRSARCH.COM • 303.455.1366

At Drahota, we're not just about constructing buildings, we're about building relationships. And nearly 40 years later you can see why. We're committed to the kind of partnership that brings out the best in people and places.

**TOGETHER WE'RE BUILDING A
BETTER WAY**

Ft. Collins: 970-204-0100 Steamboat: 970-871-7823 | www.drahota.com

Largest Residential Real Estate Brokerages

Ranked by dollar volume of local sales



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	DOLLAR VOLUME OF SALES 2010 DOLLAR VOLUME OF SALES 2009	NO. SALES CLOSED 2010 NO. SALES CLOSED 2009	E-MAIL WEBSITE	YEAR FOUNDED
1	1	THE GROUP INC. REAL ESTATE 375 E. Horsetooth Road Fort Collins, CO 80525 970-223-0700/970-223-2999	\$922,339,823 \$868,875,540	3,523 3,482	contactus@thegroupinc.com www.thegroupinc.com	Chuck McNeal Eric Thompson Susie Ewing Chairman President Broker manager, partner 1976
2	5	RE/MAX ALLIANCE 4703 Boardwalk Drive Fort Collins, CO 80525 970-226-3990/970-225-0118	\$374,539,655 \$319,280,711	1,641 1,476	patriciastreeter@remax.net www.homesincolorado.com	Gene Vaughan Broker/Owner 1985
3	NR	KELLER WILLIAMS REALTY 2580 E. Harmony Road Fort Collins, CO 80525 970-377-3700/N/A	\$265,192,870 \$251,281,321	1,302 1,250	klrw119@kw.com www.northerncoloradohomes.com	JoAnn Johnston Operating principal 1999
4	4	SEARS REAL ESTATE 2021 Clubhouse Drive Greeley, CO 80634 970-330-7700/970-330-4766	\$129,445,436 \$98,989,010	617 533	homes@searsrealestate.com www.searsrealestate.com	Chalice Springfield CEO 1972
5	3	RE/MAX ADVANCED INC. 1018 Centre Ave. Fort Collins, CO 80526 970-221-5995/970-221-5999	\$117,161,451 \$113,960,009	517 518	fran@ftcollinshomes.com www.ftcollinshomes.com	Frances Hardman Broker 1993
6	2	PRUDENTIAL ROCKY MOUNTAIN, REALTORS 2700 S. College Ave. Fort Collins, CO 80525 970-226-5511/888-351-4985	\$33,045,052 ① N/A	117 N/A	jmccoy1900@hotmail.com www.prudentialrockymountain.com	Board of managers 2006
7	7	AUSTIN & AUSTIN REAL ESTATE 918 13th St. Greeley, CO 80631 970-353-0790/970-353-0799	\$28,080,511 \$16,159,215	90 74	austinandaustin@greeley-homes.com www.greeley-homes.com	Bruce W. Willard Broker 1903
8	NR	UNITED COUNTRY/FOOTHILLS PREMIER PROPERTIES LLC 1211 Lake Ave., Suite 1-B Berthoud, CO 80513 970-344-1500/970-344-1118	\$6,037,986 \$7,199,800	25 18	loug@aapprovedfinancial.com www.unitedcountry.com/longmontco	Louis Gassner Broker 1994

Region surveyed includes the city of Brighton and Larimer and Weld counties.

N/A-Not Available

NR-Not Previously Ranked

Coldwell Banker Residential Brokerage does not report local figures.

Century 21 - Humpal Inc. declined to participate.

Premier Lifestyle Realty, Stron and Co. Realty & Auctions Inc. and Cottage Realty did not respond in time to be included on this list.

The Green Group Real Estate and ERA Herman Group Real Estate did not provide revenue figures.

① Figure reflects Fort Collins location only.

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

30 Years Later, Ray's Still Building Fort Collins

Ray Moutoux has served our Northern Colorado community for 30 years as a Heath craftsman, superintendent, estimator, safety and warranty officer, and now lead estimator. He has been instrumental in creating such landmarks as CSU's Spruce Hall, Confluence Park and the Riverwalk in Estes Park, and countless others throughout Loveland, Fort Collins and neighboring cities.

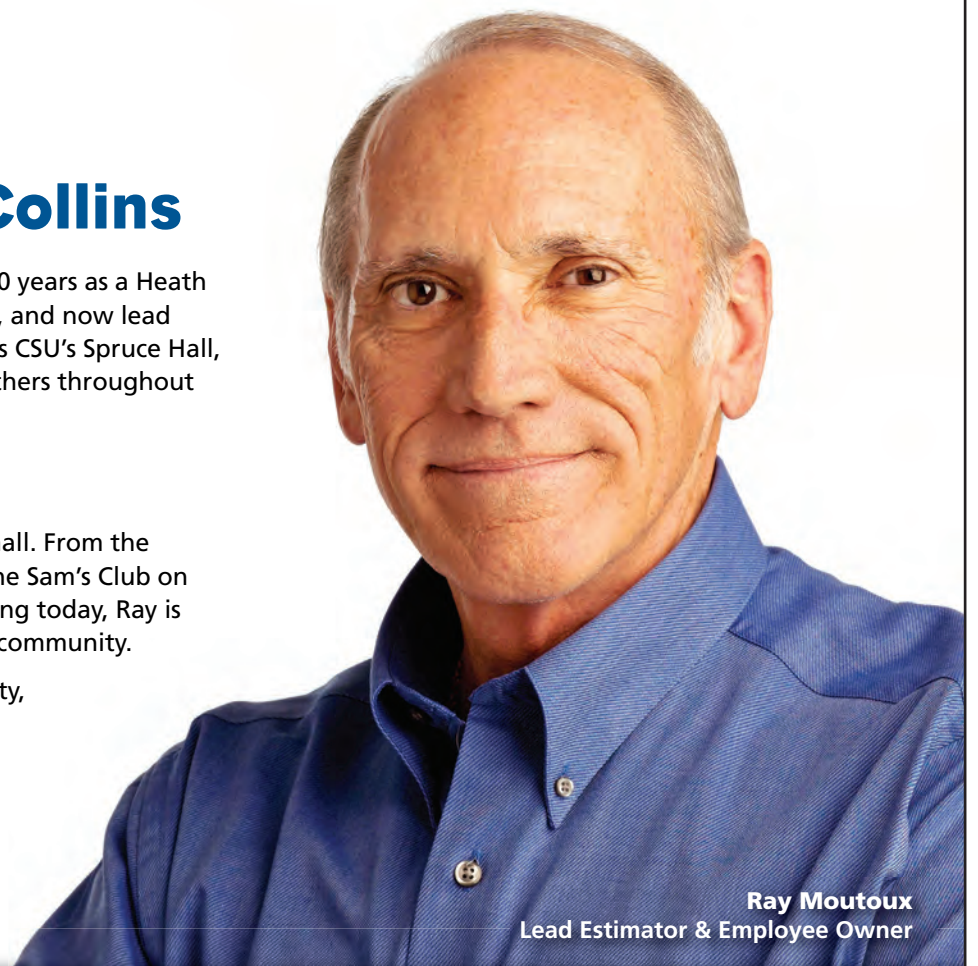
He's not done yet!

Ray now has a hand in virtually every Heath project, large and small. From the new King Soopers and Chase Bank on North College Avenue to the Sam's Club on Harmony Road and all the other commercial projects we're building today, Ray is contributing now more than ever to the economic vitality of our community.

For your 30 years of hard work and commitment to our community, we say **Thanks, Ray!**



All you imagine.



Ray Moutoux
Lead Estimator & Employee Owner



Visit us online at HeathConstruction.com Or call us at 970-221-4195

HOME SALES, from 1

our market was kind of distorted because of the (federal first-time home-buyer) tax credit," said Sharon Taylor, president of the Greeley Area Realtors Association. "Reality started to set in about July."

The \$8,000 tax credit was set to expire in 2009 but was extended through April 2010 and required closings by the end of June.

"I think it was a year of balancing the market, putting the supply and demand more in balance than in 2009."

Curt Schreiber, vice president
Fort Collins Board of Realtors

The Greeley-Evans market's best three months of the year were April, May and June, reflecting the approaching end of the tax credit. Sales began to fall off quickly starting in July, the IRES figures show.

Taylor said she's somewhat surprised that sales fell off as quickly as they did in the latter part of 2010. "I think what baf-

fled me the most in the last six months was, with low interest rates and low home prices, there weren't that many buyers."

At the other end of the Northern Colorado home sales spectrum was the Estes Park area, which recorded 206 single-family home sales in 2010, up from 187 last year.

"I would say we had a much better year than 2009, but 2009 was atrocious," said Sam Basel, an independent agent and owner of Estes Park Realty. "2010 was a good year, but still not where we'd like it to be."

The Loveland-Berthoud market managed to put 2010 on the plus side, with 3.3 percent more homes sold than in 2009. Again, the April-June period saw the highest numbers of homes sold with numbers trailing downward after that.

"I think the tax credits borrowed from a future buying pool, so we expected a decline in activity in that (second) part of the year," said Billie Jo Downing, president of the Loveland-Berthoud Association of Realtors.

Home inventory for 2010 was basically flat in the Loveland-Berthoud market — as it was in Greeley-Evans and down in Fort Collins — reflecting fewer foreclosed homes on the market and sellers who could wait for a rise in home prices holding off putting their houses on the market.

Buyers more cautious

"Certainly, the buyers are being very cautious today and trying to stay on the conservative side," Downing said. "Now, people are being much more conservative — not borrowing up to what they're qualified for."

IRES is go-to spot for region's home data

LOVELAND — Over the last 15 years, Information and Real Estate Services has become the go-to place for home sales data in Northern Colorado.

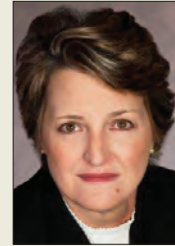
Formed in 1996, IRES, which is funded by subscriptions mostly by real estate brokers and appraisers, has become a one-stop destination for information on the residential real estate market.

Lauren Emery, IRES CEO, has been at the helm of the Loveland-based regional Multiple Listings Service since its inception. Emery said IRES was a consolidation of two former regional listing services, making data collected throughout the region more easily accessible.

"Consumers don't see the boundaries of an MLS," she said. "Now it's all in one, so it benefits everyone concerned."

Over the years, Emery said more and more information has been streamed into the IRES website, ires-net.com. That includes home listings, public records related to home sales and mortgage histories, and statewide and national databases.

"There's a ton of information available through that," she said. "They can access most



EMERY

anything they need from their desktop through us."

IRES also offers ancillary services that include online training, videos, a transaction management system and DocuSign, which allows for the electronic signature of out-of-area buyers and sellers.

IRES offers innovative "green" property listings that inform potential buyers about a home's energy-saving features. "More and more consumers are getting interested in that, and IRES was the first in the state to adopt it," said Emery, who served on a Governor's Energy Office task force that studied the issue.

IRES' services are funded by about 4,500 subscribers who pay \$35 to \$45 per month. In addition to the boards of realtors for Fort Collins, Loveland-Berthoud, Greeley-Evans, Boulder and Longmont, IRES now also is the MLS provider for the Estes Park and Morgan and Logan county boards of realtors.

Emery, who's been involved in the real estate industry for 30 years, said there seems to be no end to what IRES can provide through its online services.

"With our technology, it's easy to keep ramping up," she said. "It's such a dynamic industry, and we never seem to run out of new things to offer."

— Steve Porter

One strong piece of good news for the Loveland-Berthoud market was a \$10,000 rise in the median sales price in 2010, from \$205,000 in 2009 to \$215,000. The median sales price rose in Fort Collins from \$226,500 last year to \$232,000 in 2010.

The median sales price in Greeley-Evans held fairly flat, dropping \$2,000

from \$135,000 in 2009 to \$133,000 in 2010.

Fort Collins mirrored Greeley-Evans and Loveland-Berthoud with the most sales in the April-June period. Curt Schreiber, vice president of the Fort Collins Board of Realtors, said he looks at 2010 as a year of getting things back in balance.

"I think it was a year of balancing the market, putting the supply and demand more in balance than in 2009," he said. "We saw the inventory decline, but sales went up so we're getting closer to balancing the two."

While sales for the year did go up in Fort Collins, it wasn't by much. Only 12 more single-family homes were sold in 2010 than in 2009, reflecting an increase of 0.5 percent.

Schreiber said despite the higher sales that occurred with the tax credit, he wasn't sorry to see it go away. "I think the home market needs to go forward on its own," he said. "They did help — absolutely — but I think it was time to let go."

So what's the outlook for 2011? Realtors say they expect a market that will continue to slowly make gains but nothing dramatic.

"I think it'll be a year of slow growth and rebuilding," Schreiber said. "No leaps and bounds but slow, steady growth."

Taylor said January is showing some life creeping back into the market. "I have seen in the first few weeks of January things picking up," she said. "We've got the holidays behind us and people are ready to buy."

"My crystal ball says (2011) is going to be a whole lot better than 2010, because we've been extremely busy."

Downing said continuing low interest rates, improvements in the economy and the region's ability to attract people should help raise 2011 at least a little above 2010.

"We're anticipating 2011 to be much like 2010," she said. "No huge gains or huge losses. Obviously, all of us want to see a recovery but it's going to take some time."

Catch the Chamber Wave

Greeley Chamber of Commerce Annual Banquet

February 17, 2011 5:00 - 9:00 pm

Island Grove Events Center - Greeley, CO

Individuals Members \$50 / Future Members \$75

Tables of 8 Members \$350 / Future Members \$450

To purchase tickets please call the Chamber at 970.352.3566

by 5:00 pm, February 15, 2011

Sponsored by:



North Colorado Medical Center

Thank you to our additional sponsors:

Ace Hardware - Alphagraphics - Consider it There - JBS

Kenny's Steak House - 1310 KFKA - FASTSIGNS Greeley

Mariposa Plants - Northern Colorado Business Report

Chairman's Circle Members:

Banner Health/North Colorado Medical Center

The Tribune - 1st National Bank

State Farm Insurance Companies

Atmos Energy - Bank of Choice - JBS

Kenny's Steak House - Kodak

Spradley Barr Ford - StarTek



biXpo
2011

featuring
BUSINESS LEADERS
BREAKFAST

Sept. 15, 2011

Sign up now to reserve
your exhibitor space!

970.232.3132

970.221.5400

Fax: 970.221.5432

E-mail: events@ncbr.com

www.ncbr.com

Northern Colorado
BUSINESS
REPORT

REAL ESTATE & DEVELOPMENT

Colorado one of best real estate markets for 2011

ULI report ranks Denver healthiest without a coast

By Jessica Centers
news@ncbr.com

DENVER — This year's Emerging Trends in Real Estate report from PwC and the Urban Land Institute had better news for Colorado business and real estate leaders when it was presented in Denver Jan. 12.

"The bottom line is Colorado came out with a fairly favorable rating," said ULI Colorado Executive Director Michael Leccese. "The overall tone of the report was not cheerleading, but Colorado was one of the best markets."

The report, in its 32nd year and based on a survey of over 500 real estate executives and interviews with over 125 industry leaders, was themed "Entering the Era of Less." This year's edition advised investors to lower expectations in 2011.

Across the country, survey respondents hinted at "hopeful signs of tempered real estate market improvements," such as strengthened balance sheets and foreclosure activity in 2011 and 2012 that will help banks step up lending while values stabilize. Apartments outranked all other sectors because of renter demand and available financing through

Fannie Mae and Freddie Mac.

Specifically, the report ranked Denver's real estate market ninth in the country:

"The city makes progress positioning for 21st-century growth by strengthening its downtown core through a new light-rail and railroad hub to serve surrounding suburban nodes. As a result, the central business district becomes 'the place to be,' and mixed-use, transit-oriented development helps anchor suburban districts. This metro area also has one of the nation's most modern airports, an attractive Rocky Mountain backdrop, relatively low business taxes, and a broad-based economy anchored by oil and gas, alternative energy, and defense companies.

"In fact, the office market has stabilized, with overall vacancies in the mid-to high teens, and 'larger blocks of space are (relatively) scarce.' But it remains very much a tenant's market for users of smaller space: '10,000 square feet and below is a sweet spot for making deals.' Apartment owners should see vacancies decline and rents tick up."

Emerging Trends ranked Denver's apartment market as sixth strongest in the country. In homebuilding, Denver was rated 17th in the country.

"Anything between the coasts seemed to suffer, with the exception of Denver," PwC head of real estate research Charles DiRocco said at the conference. Overall, he was cautiously optimistic, forecasting that the economy was coming off the bot-

tom in 2011 while warning that real estate cannot recover fully without more jobs.

Outlook for Colorado

DiRocco's presentation was followed by an Outlook for Colorado discussion that included Colorado State University Chancellor Joe Blake praising the university's leadership in the clean energy sector.

Bill Mosher, area director for the Trammell Crow Co., moderated the talk and felt the forecast was an improvement over the last two Emerging Trends reports, which were "pretty bleak."

"It was very clear that the coastal cities east and west that are port gateways are the healthiest and we are an anomaly," he said. "Outside of Texas and coast cities, we're the only market they talked about that was healthy."

Specifically, Mosher said multifamily development is weak but other areas are improving. The operating outlook for hotels is positive and rents for industrial and office space are stabilizing.

"Retail's going to be tough because the consumer market is going to be pretty soft," he said. "Overall, it confirmed what we've been saying and feeling for the last four to six months. The markets are a little more predictable. Equity capital is pretty available right now. Banks are starting to lend here and there, so I think it's not a gloomy picture, it's not an upward picture, but it's certainly reassuring."

Jeff Dawson, principal at Morgan

Creek Ventures in Boulder, said the experts at the Emerging Trends conference confirmed what he'd been hearing anecdotally: the condo/multifamily market is overbuilt and has yet to come back to life, but there are other smaller, unique projects out there. For example, his company is in the process of converting a lumberyard into office space. He also has an affordable housing project in the works.

"We're starting to see more entitlement work and predevelopment work," he said. "It's an interesting mix of different programs and early stages of development, so it sounds like things are starting to reactivate. But we're not seeing a lot of major projects."

Dawson said the prevailing sentiment is that rental housing will continue to be the strongest sector, but he's still hearing some mixed messages from the financial community about the availability of bank financing. George Smith Partners, for example, released a report showing banks, including smaller community banks, have completed their capital raises and are looking to get back into lending.

However, Patricia Gage, senior vice president and real estate lending manager at Colorado Business Bank, painted a different picture at the Emerging Trends conference. She said 20 percent of banks in Colorado are not sustainable and the emerging trend will be bank consolidation. That means fewer lenders with less money to loan on real estate.

Is it time to FIRE
your web design company?
Visit www.ThinkRedRocket.com/fired to find out.



When it's time to start getting positive results from your site, it's time to think Red Rocket.
www.ThinkRedRocket.com

RED ROCKET WEB SPECIALISTS
970-674-0079

REALTEC RECENT SUCCESSES

REALTEC
COMMERCIAL REAL ESTATE SERVICES

More Listings. More Deals. More Experience.

 <p>SOLD</p> <p>The Pier Apartments 4531 Boardwalk, #V & W FORT COLLINS, CO</p> <p>12 Unit Multi-Family \$1,425,000 (\$118,750/Unit)</p>	 <p>LEASED</p> <p>1513 Webster, #D, G & H FORT COLLINS, CO</p> <p>12,060 SF Industrial Space</p>	 <p>SOLD</p> <p>2600 N Lincoln LOVELAND, CO</p> <p>16,780 SF Industrial Building \$900,000 (\$53.64/SF)</p>
 <p>LEASED</p> <p>2950 Colorful Avenue LONGMONT, CO</p> <p>39,700 SF Industrial Building Tenant: Abound Solar</p>	 <p>SOLD</p> <p>NEC of WCR 17 & WCR 44 JOHNSTOWN, CO</p> <p>10 Acres of Land \$335,200 (\$33,520/Acre)</p>	 <p>LEASED</p> <p>3690 10th Street GREELEY, CO</p> <p>5,553 SF Office Building</p>

2010 SALES VOLUME
REALTEC made tremendous strides in 2010 as a market leader in the Northern Colorado Commercial Real Estate industry. We will outpace our 2009 Sales Volume by over \$33M for 2010.

NEW BROKER
REALTEC would like to welcome Barry Van Everen to our Loveland office.

Call the experts:

Fort Collins:
970.229.9900

Fort Collins Downtown:
970.407.9900

Loveland:
970.593.9900

Greeley:
970.346.9900

www.realtec.com

Largest Public-Sector Employers

Ranked by number of full-time employees in region



RANK	PREV RANK	COMPANY ADDRESS	TOTAL EMPLOYEES 2011 EMPLOYEES-PT 2011 TOTAL EMPLOYEES 2010 EMPLOYEES-PT 2010	OPERATING BUDGET 2011 OPERATING BUDGET 2010	AVERAGE NO. JOB OPENINGS PER MONTH	HEALTH-INSURANCE CARRIER (S)	HIRING FREEZE IN EFFECT	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	COLORADO STATE UNIVERSITY Campus Mail 0100 Fort Collins, CO 80523	6,183 N/A 6,140 N/A	\$421,895,072 \$851,228,585	N/A	Anthem Blue Cross and Blue Shield/United Health Care	Yes	presofc@lamar.colostate.edu www.colostate.edu	Anthony (Tony) A. Frank President 1870
2	2	POUDRE SCHOOL DISTRICT-R1 2407 Laporte Ave. Fort Collins, CO 80521	3,546 N/A N/A N/A	\$263,475,067 \$271,690,699	N/A	N/A	N/A	info@psdschools.org www.pdschools.org	Jerry Wilson Superintendent 1960
3	3	WELD COUNTY SCHOOL DISTRICT 6 (GREELEY- EVANS) 1025 Ninth Ave. Greeley, CO 80631	2,281 N/A N/A N/A	\$175,192,575 \$126,900,000	N/A	Anthem	N/A	N/A www.greeleyschools.org	Dr. Ranelle Lang Superintendent 1870
4	4	THOMPSON SCHOOL DISTRICT-R2J 800 S. Taft Ave. Loveland, CO 80537	2,087 N/A 2,113 N/A	\$115,047,174 ① \$118,046,644	N/A	N/A	N/A	adamsm@thompson.k12.co.us www.thompsonschools.org	Dr. Ron Cabera Superintendent 1868
5	5	LARIMER COUNTY 200 W. Oak St. Fort Collins, CO 80521	1,600 N/A 1,634 N/A	\$310,583,481 \$290,639,601	12	Self insured	Yes	bocc@larimer.org www.larimer.org	1861
6	6	UNIVERSITY OF NORTHERN COLORADO 501 20th St. Greeley, CO 80639	1,600 568 1,600 568	\$181,721,088 \$169,795,655	10	Anthem/Great West	No	admissions.help@unco.edu www.unco.edu	P. Kay Norton President 1889
7	NR	WELD COUNTY 915 10th St. Greeley, CO 80631	1,351 186 N/A N/A	\$193,472,268 \$192,106,945	N/A	Great West/Cigna	No	N/A www.co.weld.co.us	Barbara Kirkmeyer Chair, Board of county commissioners N/A
8	7	CITY OF FORT COLLINS 300 Laporte Ave. Fort Collins, CO 80522	1,148 N/A 1,118 72	\$498,000,000 \$344,500,000	N/A	CIGNA	No	cityinfo@fcgov.com www.fcgov.com	Doug Hutchinson Mayor 1873
9	9	CITY OF GREELEY 1000 10th St. Greeley, CO 80631	1,029 N/A 1,061 200	\$252,375,467 \$225,748,417	N/A	CIGNA/Great West	N/A	betsy.holder@greeleygov.com www.greeleygov.com	Tom Norton Mayor 1886
10	8	CITY OF LOVELAND 500 E. Third St., Suite 330 Loveland, CO 80537	866 57 1,048 57	\$187,244,500 \$224,050,550	3.33	Self-insured; CIGNA claims administrator	No	lvd@ci.loveland.co.us www.cityofloveland.org	Cecil Cutierrez Mayor 1877
11	11	AIMS COMMUNITY COLLEGE 5401 W. 20th St. Greeley, CO 80632	716 445 744 452	\$42,014,280 \$42,200,000	5	Anthem Blue Cross & Blue Shield	No	info@aims.edu www.aims.edu	Marilynn (Marsi) Liddell President 1967

Region surveyed includes the city of Brighton and Larimer and Weld counties.
N/A-Not Available
NR-Not Previously Ranked
① Reflects only budgeted general fund expenditures.

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

Largest Private-Sector Employers

Private sector, ranked by no. of employees



RANK	PREV RANK	COMPANY ADDRESS PHONE	LOCAL EMPLOYEES 2011 LOCAL EMPLOYEES 2010	REVENUES 2010 REVENUES 2009	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	POUDRE VALLEY HEALTH SYSTEM 2315 E. Harmony Road, Suite 200 Fort Collins, CO 80528 970-237-7000	5,124 4,435	\$660,000,000 \$568,785,000	Health care.	pvhs@pvhs.org www.pvhs.org	Rulon F. Stacey President and CEO 1925
2	2	BANNER HEALTH WESTERN REGION - NORTHERN COLORADO 1801 16th St. Greeley, CO 80631 970-352-4121	4,300 4,200	N/A N/A	Health care.	N/A www.bannerhealth.com	Jim Ferando President 1995
3	4	COLUMBINE HEALTH SYSTEMS 947 Worthington Circle Fort Collins, CO 80526 970-482-0198	1,365 1,355	N/A N/A	Nursing home, assisted-living, independent living, therapy, medical equipment, medical and non-medical home health-care and pharmacy services at 22 sites.	yvonne.myers@columbinehealth.com www.columbinehealth.com	Yvonne Diana Myers Health systems director 1971
4	5	STATE FARM INSURANCE CO. 1555 Promontory Circle Greeley, CO 80638 970-395-5000	1,300 1,350	N/A N/A	Auto, home, life, health, business insurance and banking.	N/A www.statefarm.com	Dave Gonzales Sr. Senior vice president 1922
5	9	WOODWARD GOVERNOR CO. 1000 E. Drake Road Fort Collins, CO 80525 970-482-5811	999 1,001	\$1,457,030,000 \$1,430,125,000	Design and manufacture of industrial controls for energy controls and optimization solutions.	N/A www.woodward.com	Tom Gendron Chairman and CEO 1870
6	7	WALMART DISTRIBUTION CENTER 7500 E. Crossroads Blvd. Loveland, CO 80538 970-679-4700	989 1,029	\$2,833,544,287 \$2,808,613,793	Retail-distribution center.	N/A www.walmart.com	Dan Speed General manager 1962
7	10	PLATTE VALLEY MEDICAL CENTER 1600 Prairie Center Parkway Brighton, CO 80601 303-498-1600	694 653	\$83,162,806 \$84,792,892	98-bed acute care hospital, level IV trauma center.	N/A www.pvmc.org	John R. Hicks President and CEO 1960
8	12	CARESTREAM HEALTH INC. 2000 Howard Smith Ave. W. Windsor, CO 80550 970-304-4600	521 600	N/A N/A	Medical films.	health.imaging.tsc@carestreamhealth.com www.carestreamhealth.com	Mike Haas Site manager 2007
9	NR	MCLANE WESTERN INC. 2100 E. Ken Pratt Blvd. Longmont, CO 80504 303-682-7500	418 488	\$1,280,238,827 \$1,321,268,186	Grocery distribution to convenience stores, mass merchants and drug stores.	contact@mclaneco.com www.mclaneco.com	Keith Pearson President 1894
10	14	INTEL CORP. 4701 Technology Parkway Fort Collins, CO 80528 408-765-8080	418 418	N/A \$35,100,000,000	Semiconductor chip design and manufacturing, software.	bill.mackenzie@intel.com www.intel.com	Paul K. French Project manager 1968
11	NR	YMCA OF THE ROCKIES 2515 Tunnel Road Estes Park, CO 80511 970-586-3341	400 ① N/A	N/A N/A	Conference and family center.	info@ymcarockies.org www.ymcarockies.org	Kent Meyer President and CEO 1907
12	NR	CROP PRODUCTION SERVICES (CPS) 3005 Rocky Mountain Ave. Loveland, CO 80538 970-685-3300	350 325	N/A \$6,200,000,000	Distributor of farm chemicals, fertilizer, seeds and pesticides.	N/A www.cpsagu.com	Richard Gearheard CEO 1978
13	NR	ABOUND SOLAR 2695 Rocky Mountain Ave. Loveland, CO 80538 970-619-5369	350 350	N/A N/A	Manufacturer of thin-film photovoltaic modules.	info@abound.com www.abound.com	Tom Tiller Stephen Abely President and CEO CFO 2007

Region surveyed includes the city of Brighton and Larimer and Weld counties.
N/A-Not Available
NR-Not Previously Ranked
Figures reported by Banner Health and Poudre Valley Health System are system wide.
Hewlett-Packard declined to participate.
Center Partners, JBS and Vestas did not respond to the survey in time to be included on this list.
Attempts to contact Avago Technologies were unsuccessful.
① Annual average. Fluctuates seasonally.

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

Originally published Aug. 27, 2010.

Largest Business Parks

Ranked by total number of acres



RANK	PREV RANK	BUSINESS PARK ADDRESS	NO. ACRES SQ. FT. BUILT AS OF 2010 EST. SQ. FT. AT BUILD-OUT	USE & ZONING	AMENITIES	OWNER YEAR BUILDING BEGAN	LEASING AGENT E-MAIL WEB SITE PHONE/FAX
1	1	CENTERRA 2725 Rocky Mountain Ave. Loveland, CO 80538	3,400 3,500,000 15,000,000	Mixed-use: Class A office, medical office, flex office, light manufacturing/flex, retail, hotel, office warehouse.	Regional location at U.S. 34 and I-25 with 275-acre High Plains Environmental Center, restaurants, shopping, hotels, banking and entertainment.	McWhinney 1998	Ron Kuehl ronk@mcwhinney.com www.mcwhinney.com 970-613-4562/970-635-3003
2	2	GREAT WESTERN INDUSTRIAL PARK 503 Main St. Windsor, CO 80550	600 100,000 5,500,000	Industrial.	Daily service from the Great Western Railway of Colorado with access to BNSF & Union Pacific Railroads. Lots are "shovel ready" for construction.	Great Western Development Co. 2003	Rich Montgomery rmtgomery@greatwesternindustrialpark.com www.greatwesternindustrialpark.com 720-339-5720/N/A
3	3	2534 S.E. corner of I-25 and U.S. Highway 34 Johnstown, CO 80534	542 N/A 4,000,000	Retail, office, light industrial and residential.	At Interstate 25 and U.S. Highway 34. Access to all of Northern Colorado.	2534 Retail Phase I LLC, Thompson Ranch LLLP, Gerrard Family LP 2004	Ryan Schaefer, Nick Christensen, Todd Williams ryans@chrislandcommercial.com www.2534colorado.com 970-663-3150/970-663-3291
4	4	PROMONTORY BUSINESS PARK U.S. Highway 34 Bypass and Colo. Highway 257 Greeley, CO 80634	480 450,000 5,000,000	Mixed use: Office, light industrial, retail.	Mountain views, commons area with lake and trails, amphitheatre, campus-style setting, quick access to I-25 & Highway 85, utilities are on site.	TAGG 2001	Mark Bradley mbradley@realtecgreeley.com www.realtec.com 970-346-9900/970-304-0707
5	19	BROMLEY INTERSTATE BUSINESS PARK I-76 and Bromley Lane N/A, CO 80601	405 450,000 3,300,000	PUD-1 and PUD-C zones.	Interstate visibility; 2 interchanges; BNSF Rail (existing spur); utility capacity (water, sewer, natural gas, electric, non-potable water); 15 minutes to DIA, 25 minutes to CBD; Enterprise Zone; District Courts, Platte Valley Medical Center, Adams County Government Center, and new residential developments.	Private 2000	DePaul Real Estate Investment Group Inc. jarod@depaulreig.com http://www.depaulreig.com/bromleyPark/ 303-333-9799/303-333-1703
6	NR	GREELEY-WELD COUNTY AIRPORT BUSINESS PARK 600 Airport Road Greeley, CO 80631	265 N/A 350,000	Office, commercial, light industrial, heavy industrial.	Runway access available, tax credits for research, development, job training and other government-sponsored incentives.	Greeley-Weld County Airport 2004	Michael Reisman reisman@gxy.net www.gxy.net 970-336-3000/970-336-3030
7	5	CENTRE FOR ADVANCED TECHNOLOGY N.E. Corner of Drake Road & Shields St. Fort Collins, CO 80526	235 1,375,000 2,000,000	Office, commercial, light industrial R&D, health care, medical.	Multi-use technology park south of CSU campus, allows for private high-tech industry to interact with nationally recognized CSU research program.	Everitt Cos., Columbine Health Systems, co-developers, GSA, CSURF/CSU 1987	Stuart MacMillan stu.macmillan@colostate.edu www.csurf.org/centre.html 970-482-2916/970-484-0354
8	6	EAGLE CROSSING N.E. Corner of I-25 and Crossroads Blvd. Loveland, CO 80537	182 18,000 640,000	Retail, office, medical, commercial, corporate, hospitality options.	Located off of I-25 and Crossroads Blvd. adjacent to the Budweiser Events Center and Embassy Suites Hotel. Convenient access to all that Colorado has to offer.	Martin Lind 2004	Ryan Bach rbach@watervalley.com www.watervalleyland.com 970-686-5828/970-686-2768
9	8	GLACIER BUSINESS PARK S.W. corner of I-25 and Colo. Highway 52 Frederick, CO 80530	170 900,000 1,400,000	Industrial, business/light industrial, retail.	Central access to north I-25 market.	Various 1997	Phil Irwin phil@irwin-companies.com www.irwin-companies.com 303-833-4454/303-833-4460
10	9	IRON HORSE INDUSTRIAL PARK U.S. Highway 34 and Larimer County Road 3 Johnstown, CO 80534	165 N/A 1,400,000	Commercial, retail, office, industrial spaces	Easy access to Great Western and Union Pacific railways, I-25, U.S. 34, Centerra and Fort Collins/Loveland Airport.	McWhinney 2006	Ron Kuehl ronk@mcwhinney.com www.mcwhinney.com 970-613-4562/970-635-3003
11	10	CROSSROADS BUSINESS PARK S.E. corner of I-25 and Crossroads Blvd. Loveland, CO 80538	160 N/A 1,500,000	Retail, office, industrial.	Close to the Budweiser Events Center.	Various 2001	Various N/A N/A 970-567-9770/N/A
12	11	DEL CAMINO CENTER & DEL CAMINO CENTER SOUTH 1 mile south of I-25 and Colo. Highway 119 interchange Frederick, CO 80501	157 N/A 690,000	Office, commercial, light industrial.	Near DIA. On I-25 just south of Colorado Highway 119.	Del Camino Center LLC N/A	Ken & Ed Kanemoto N/A www.longmontcommercial.com 303-772-2222/303-772-6933
13	NR	DACONO GATEWAY BUSINESS PARK I-25 & Colo. Highway 52 Dacono, CO 80514	148 N/A N/A	Retail, warehouse, office.	Eighty-three percent tax rebate through 2010.	Dacono 25 Partners LLC N/A	N/A N/A N/A
14	NR	OAKRIDGE BUSINESS PARK Lemay Ave. and Harmony Road Fort Collins, CO 80525	138 N/A 1,080,000	Office, commercial, light industrial.	Walking trails, six hotels, seven restaurants.	Everitt-MacMillan 1985	Stuart MacMillan stu@everittcompanies.com www.everittcompanies.com 970-226-1500/970-223-4156
15	18	PROSPECT EAST BUSINESS PARK East Prospect and Timberline Roads Fort Collins, CO 80525	108 1,000,000 1,200,000	Office, light industrial, lab, commercial.	On-site property manager, Poudre and Spring Creek trail systems, water features, coffee shop, restaurants, ample parking. I-2 miles from I-25.	William W. Reynolds 1986	John Slack johns@wreynolds.com www.wreynolds.com 970-482-4800/970-221-5009
16	22	BLISS BUSINESS & INDUSTRIAL PARK 2438 E. Eighth St. Greeley, CO 80631	70 150,000 1,524,600	I-3 business, commercial, manufacturing, storage.	7,500 sq. ft. office space w/bathrooms, 5,000 sq. ft. storage, 2,800 sq. ft. office storage.	Bliss Investments LLC 2000	Michael Bliss bliss352@comcast.net blissbusinesspark.com 970-353-1864/970-351-7007
17	24	RASPBERRY HILL BUSINESS PARK Weld County Road 18 and I-25 Frontage Frederick, CO 80530	65 129,952 2,800,000	Business, light industrial.	Near I-25 and Colorado Highways 119 and 52.	D&H Land Development LLC 2004	Al Hoppa, Denver Industrial Realty alhoppa@qwestoffice.net www.raspberrymill.net/bear 303-758-2712/303-758-5937
18		FORT COLLINS/LOVELAND INDUSTRIAL AIRPARK Adjacent to Loveland-Fort Collins Municipal Airport Loveland, CO 80537	63 400,000 700,000	Light industrial, business and commercial use.	I-25 visibility, easy access to I-25, convenient taxi-way location.	Multiple owners 1980	Jim Mokler jim@realtec.com www.realtec.com 970-407-9900/970-407-7885
19	26	WARD EAST INDUSTRIAL PARK I-25 and Crossroads Blvd. Loveland, CO 80538	47 75,000 200,000	Commercial, light industrial.	Mountain views and easy access to I-25 and the Fort Collins/Loveland Airport. Build-to-suit commercial buildings for leasing purposes only.	Ward East 1990	Tim Ward Tim@wardconstructionllc.com N/A 970-461-8446/970-667-5600
20	27	DEL CAMINO JUNCTION BUSINESS PARK I-25 & Colo. Highway 119 Firestone, CO 80520	43 N/A 400,000	Commercial.	Ideal location at the N.E. corner of Highway 119 and I-25, high traffic location. Home of three hotels, numerous fast food restaurants and professional offices. I-25 Frontage lots available.	Del Camino Junction LLC 1999	Keith Kanemoto keith@kanemoto.com www.kanemoto.com 303-472-2222/303-772-1377
21	28	WESTGATE BUSINESS PARK 3030 S. College Ave. Fort Collins, CO 80525	40 N/A 220,000	Office, retail, commercial, medical.	Restaurants, hotels, daycare.	N/A 1997	Stuart MacMillan stu@everittcompanies.com www.everittcompanies.com 970-226-1500/970-223-4156
22	29	KNESS 3RD SUBDIVISION INDUSTRIAL PARK East of I-25/Crossroads Blvd & Woods Ave. Loveland, CO 80538	37 N/A 370,000	Industrial.	Easy access to I-25, Centerra and Fort Collins/Loveland airport. Utilities stubbed onto all lots. Lot sizes range from 1.3 to 2.9 acres.	Individual lot owners. 1999	Larry Melton larry.melton@realtec.com www.realtec.com 970-593-9900/970-593-9901
23	NR	MEADOWLARK BUSINESS PARK Weld County Road 13 at Iris Parkway Frederick, CO 80530	35 N/A N/A	Manufacturing, R&D, light industrial.	Five vacant lots remaining for sale.	Team Baur LLLP 1997	Marvin Dyer N/A N/A 303-772-3200/303-651-1320

Region surveyed is Larimer and Weld counties and the city of Brighton.
N/A-Not Applicable
NR-Not Previously Ranked

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



THE GREAT WESTERN
DEVELOPMENT COMPANY

Rail Served Hub of Northern Colorado
Shovel Ready Industrial Sites From 5 to 200 Acres.
www.GreatWesternIndustrialPark.com
303.398.0500



COMMENTARY

EDITORIAL

Find balance between rules, benefits, then call it good

There's a new agenda for state and federal bureaucrats: Cut the red tape.

Both President Obama and Gov. Hickenlooper have made a comprehensive review and reduction of business regulations a priority for 2011. In the *Wall Street Journal* on Jan. 18, Obama wrote, "we are making it our mission to root out regulations that conflict, that are not worth the cost, or that are just plain dumb." The governor made essentially the same pledge during his statewide tour earlier this month.

Before we celebrate the return of the unfettered days of the robber barons, however, keep in mind that both say the goal is to find the right balance between entrepreneurial activity and the public good. Hickenlooper uses the example of hefty fines levied against mining companies for environmental damage. While company executives find them "excessive," the governor points out that they are working diligently to avoid future fines — precisely because they are so large.

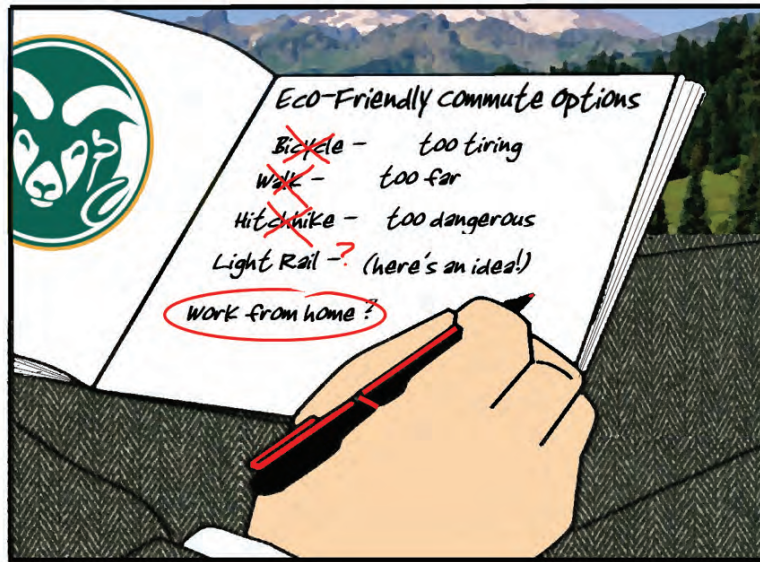
It will take cooperation between business and government at all levels to reduce regulatory roadblocks to economic growth. Hickenlooper has asked small businesses to "tell us what we can do to help you, and when we can help you best by getting out of the way."

The third leg of the regulatory reform stool is accepting that somewhere short of perfection we reach the point of "good enough," where no more work needs to be done.

Pareto's Law — 80 percent of output results from 20 percent of input — has a corollary: We spend the other 80 percent of our efforts pursuing that final 20 percent of results. Effective business managers move as many activities as possible out of the 20 percent category — then decide if the benefits of achieving the rest are worth the investment.

Unfortunately, entrenched bureaucracies don't think that way. One of the reasons business regulations now need a thorough scrubbing is that government agencies inevitably experience mission creep: Once regulations are in place, individuals with enviable job security feel the need to tinker and tweak, sometimes just to look busy, sometimes in a sincere attempt to close that 20 percent perfection gap. With no skin in the game, it is easy for them to lose sight of the real-world cost/benefit equation for the rest of us.

If the president and governor are serious about streamlining regulations, when to declare "Mission Accomplished" and stand down must be on the table.



Bill Ritter considers his Denver-Fort Collins commute

LETTERS TO THE EDITOR

Speakers: We developed a vision for future, and so can you

(*Business Report Daily*, Jan. 21, 2011)

Interesting! How does this mesh with the work of the NCEDC, the Metropolitan Planning Organization, Front Range On Track, and city and county planning efforts?

Ken Tharp
Fort Collins

Bank of Choice, Bank of Colorado lead in third-quarter assets

(*Business Report Daily*, Jan. 20, 2011)

Isn't or wasn't Bank of Choice poised to be seized last October and/or November? So if they raised their reserves 5 percent are they coming out of the edge of going under? Could you do a more detailed piece on Bank of Choice please and give your readers a more accurate account of their stability. If they have made fantastic strides in the last few months, that is great, but I still would hesitate to work with them knowing they almost lost it all at the end of last year.

Jan Rossi
Fort Collins

Editor's note: The item was based on third-quarter asset — not reserve — figures, as of Sept. 30, 2010, just released by the FDIC. We will follow up when end-of-the-year numbers are available in a few weeks.

Hickenlooper asks for input on economy

(*Business Report Daily*, Jan. 18, 2011)

I am the sole owner of a small business here in Fort Collins. I purchased the assets of a failed business about 19 months ago. There were only two employees left. Now we are 14. Since I took the place over, the state unemployment tax has increased so much I'm not sure we can overcome it. Our first payday of the 2011 year, we have a state unemployment liability of \$1,000. That's one two-week pay period. Where am I going to find \$6,000 in April to pay that tax? I hired 12 people during an economic downturn and my objective is to keep them employed. To tax me \$500 a week is unreasonable. If the unemployment pro-

gram is broke, it should go away. Don't take small businesses with it.

Marybeth Snyder
Fort Collins

Cooler heads and tongues should prevail

(*Editorial*, NCB, Jan. 14, 2011)

I certainly agree that it's time for lawmakers to address the nation's tough problems rather than engaging in personal attacks. But I find it curious that the way your article reads a person would think that people on the right are somehow responsible for all the violent rhetoric.

You point a finger at Sarah Palin's website but yet no one said a thing about the map she shows targets on nine states on the DLC (Democratic Leadership Council) website.

So Sarah Palin uses the metaphor reload and that is bad but the President of the United States can say "if they bring a knife we bring a gun" and that's okay. Then you go one to talk about Tea Party supporters that open carry at political rallies. I am not sure how expressing ones views about the 2nd Amendment shows supports for armed insurrection.

I personally agree with Ronald Reagan who said: "We must reject the idea that every time a law's broken, society is guilty rather than the lawbreaker. It is time to restore the American precept that each individual is accountable for his actions."

Lew B.
Colorado

Editor's note: That's why the editorial called for us all — left, right, center, politicians and commentators alike — to take the rhetoric down a notch, because speech is a form of action.

Mishawaka sold to SpokesBuzz founder

(*Business Report Daily*, Dec. 16, 2010)

Beautiful news! Don't live in the Fort anymore, but will surely be visiting again someday. Couldn't imagine not being able to see the Mish on my travels back.

Sean
Melbourne, Fla.

See LETTERS, 23

Northern Colorado BUSINESS REPORT

OFFICE

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

www.ncbr.com

PUBLISHER

Jeff Nuttall ext. 201
Direct: 232-3131 jnuttall@ncbr.com

CONTROLLER

Cindy Nosko ext. 221
Direct: 232-3151 cnosko@ncbr.com

NEWS

Editor

Kate Hawthorne ext. 212
Direct: 232-3142 khawthorne@ncbr.com

Reporter

Steve Porter ext. 217
Direct: 232-3147 sporter@ncbr.com

Copy Editor/Web Editor

Noah Guillaume ext. 222
Direct: 232-3152 nguillaume@ncbr.com

Chief Researcher

Ross Manley ext. 207
Direct: 232-3137 rmanley@ncbr.com

Editorial Intern

Mariah Gant ext. 219
Direct: 232-3149 news@ncbr.com

MARKETING

Marketing Director

De Dahlgren ext. 202
Direct: 232-3132 ddahlgren@ncbr.com

Event Coordinator and Marketing Director Assistant

Melissa Matonis ext. 205
Direct: 232-3135 eventcoordinator@ncbr.com

Marketing Intern

Arianna Kadlub ext. 205
Direct: 232-3135 intern@ncbr.com

ADVERTISING

Advertising Director

Sandy Powell ext. 214
Direct: 232-3144 spowell@ncbr.com

Senior Account Executive

Lindsay Gilliland ext. 203
Direct: 232-3133 lgilliland@ncbr.com

Account Executive

Julie Constance ext. 218
Direct: 232-3148 jconstance@ncbr.com

Janet Hatfield

ext. 215
Direct: 232-3145 jhatfield@ncbr.com

PRODUCTION

Production Manager

Bernie Simon ext. 210
Direct: 232-3140 bsimon@ncbr.com

Art Director

Chad Collins ext. 211
Direct: 232-3141 ccollins@ncbr.com

ADMINISTRATION

I.T. Director

Chris Sullivan ext. 206
Direct: 232-3136 csullivan@ncbr.com

Office Manager / Front Desk

Tiffanie Moore ext. 200
Direct: 232-3130 frontdesk@ncbr.com

CIRCULATION

Circulation Manager

Rhonda Doyle ext. 216
Direct: 232-3146 rdoyle@ncbr.com

CONTRIBUTING WRITERS & PHOTOGRAPHERS

Molly Armbrister, Jessica Centers, Carl Dierschow, Carrie Pinsky, Brian Schwartz, Joshua Zaffos

THE ALLIANCE
OF AREA BUSINESS PUBLICATIONS



VNET, from 3

even under new ownership the company would not be able to fulfill its 2008 contract obligations, in particular the 250 jobs promised.

On Oct. 19, 2010, the Loveland city council offered to amend the original contract to see if Russound would take over the obligation under some revised conditions. Russound did not accept the offer and it was rescinded on Dec. 14.

Adam Sohmer, a spokesman for Russound, said he could not comment on the city's offer or why it was rejected.

Two weeks later, the city of Loveland sued the Beierwalteses — also known as L&B LLC — as original owners of the company and as sole guarantors of any payback to the city.

"The Beierwaltes, as the controlling and sole members of L&B, agreed in Section 14 of the Agreement to personally guarantee L&B's performance of all its obligations..." the lawsuit states.

The city also contends in its suit that, by selling the Colorado vNet assets to Russound in October 2009, L&B LLC's action constituted "a final repudiation of the Agreement."

Council chagrined

Meanwhile, Loveland officials, who kept hoping that Colorado vNet would turn itself around somehow, are chagrined about the whole Beierwaltes affair.

Councilman Kent Solt said the council voted unanimously in March 2010 to file its lawsuit then but pulled back when it appeared Russound might take over the obligation. Solt was circumspect about the city's chances of recouping its investment in Colorado vNet.

"I think the city's case is fairly strong, but the LLC we made the agreement with no longer exists," he said.

Solt and now-mayor Cecil Gutierrez were lonely voices of caution when the



Steve Porter, Northern Colorado Business Report

FATE UNKNOWN — How much longer employees of Colorado vNet Corp. will continue to work out of this facility at 619 14th St. SW in Loveland is unknown. Russound, the company that owns Colorado vNet, could not provide a specific date regarding the building's close as a manufacturing facility.

offer was first made to Beierwaltes. "I had some real strong reservations about the whole deal at the time," Gutierrez said. "Early on, we had no process in place to evaluate these kinds of projects."

Gutierrez said he was concerned because, as early as late 2007, the city was starting to see a noticeable downturn in the number of building permits being filed.

Solt said he was concerned that Colorado vNet's products were "kind of a luxury product for high-end homes," and that one of Beierwaltes' prior business involvements — heading Philips Electronics' Onstream tape storage division — had collapsed.

"There was a set of facts that said if that happened again, we should cover the city's risk a little more tightly," Solt said, noting that he offered an amendment that said if the 250 jobs were not created, the city should be compensated \$5,000 for each job not created instead of the \$2,000 per job that was ultimately

put into the agreement.

Both Solt and Gutierrez said the city has learned a tough lesson. In 2009, as things at Colorado vNet were worsening, the council adopted its first citywide economic development policy.

"There's about 11 or 12 guidelines that lay out steps for somebody to even get to the table for any economic incentives," he said. "I think we have a good compass going forward."

Gutierrez said he looks back on the experience as a misstep with taxpayer money. "The crucial aspect of the whole thing was we were not doing a good job protecting the taxpayers' money and getting involved in venture capitalism, which is not the role of government," he said.

In the future, Gutierrez said, the city will be much more careful about laying out cash for promises. "Incentives don't have to be cash," he said. "In my personal opinion, cash incentives should be the very, very last thing we take a look at."

Going, going ... ?

How much longer Colorado vNet will have a presence in Loveland is unknown. A handful of employees still work at the facility at 619 14th St. SW that was remodeled and equipped with incentive money.

Russound/Colorado vNet Corp. spokesman Sohmer said he could not comment on future operating plans. A press release issued by the company on Dec. 29 only says that it was "winding down operations and will discontinue the Colorado vNet line to reassess its product line as it relates to the evolving custom-install market."

"Colorado vNet has a great reputation in the marketplace, but as the needs of the market shift in tandem with a challenging economy, we need to take a long, hard look at the profit potential of the current product line in relation to the income it generates," said Charlie Porritt, Colorado vNet Corp. CEO, in the release.

The release noted that technical support for Colorado vNet will be available by telephone through April 30 and that products purchased prior to Russound's acquisition of assets from L&B LLC would not be covered.

Meanwhile, Beierwaltes, a former HP engineer who has had notable business success with Colorado Time Systems and Colorado Memory Systems, is chugging forward with a new product and his usual sense of optimism.

"We're developing touch-screen modules for clients to put in their products," he said. "They're very advanced and cost-effective. I think we're the only ones in the world with the technology to develop them."

The modules are designed to be incorporated into medical, entertainment, systems controls and other applications. The new company's website is located at www.touchdesign.com.

"I think this (new business) has the opportunity to almost go vertical overnight," Beierwaltes said.

LETTERS, from 22

CSU among best values in public colleges

(Business Report Daily, Jan. 5, 2011)

I respectfully disagree with Kiplinger's findings. I would have to say UNC is the best deal in our state as far as academic quality and affordability goes. Best investment I ever made and I'm sticking to it!

Melissa Jensen, Proud UNC Alum Greeley

Allegiant Travel passenger numbers up in December 2010

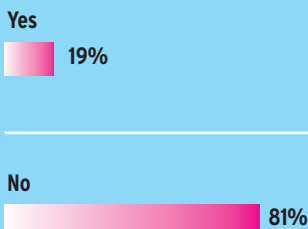
(Business Report Daily, Jan. 12, 2011)

You think maybe it has to do with Allegiant not trying to rob the flying public like the major airlines do? I am a million-miler with several of the major airlines and I have stopped flying on them unless I have no choice. Give me the likes of Allegiant, Southwest and a few other small airlines any day of the week!

Joe Novak Loveland

NCBR poll watch

Does your company provide executive-level tuition reimbursement?



Next question:

Should party members stay on their side of the aisle or mingle during the State of the Union?

Answer now at www.ncbr.com. Responses will be accepted through Feb. 7.

These results reflect responses to the online poll at www.ncbr.com Jan 10 - 24.

Business Marketplace

Northern Colorado BUSINESS REPORT

ADVERTISING INFO

Call Sandy Powell

141 S. College Ave.,
Fort Collins, CO 80524
(970) 232-3144 • (800) 440-3506
Fax (970) 221-5432
spowell@ncbr.com
www.ncbr.com

Want to purchase minerals and other oil/gas interests.

Send details to:
P.O. Box 13557,
Denver, CO 80201

Used Office Furniture

4 Drawer File Letter	\$30
Rolling Office Chairs	\$35
Metal Desk	\$45
Wood Desk	\$75
Metal Bookcases	\$25

national FURNITURE RENTS AND MORE 970-221-2313
1760 Laporte Ave. Ft. Collins, CO 80521
M-Sat 10am-6pm
Sundays 12-5pm
www.natfurnrental.com



Title Sponsor:



McKee Medical Center
North Colorado Medical Center

Associate Sponsor:



Challenge yourself to be BizFit in 2011.

The 4th annual BizFit Challenge* kicks off March 1st and crosses the finish line September 15th at the BizFit Power Lunch and Challenge Awards.

The experts at Banner Health are partnering with the Northern Colorado Business Report to bring you a fun way to challenge yourself or your company to better business through better health.

Challenge yourself

2010 WINNING RESULTS

Ginger Watts
American Family
2010 Overall Most-Fit Individual

Mark Lockwood
Investors Properties
&
Kevin Harting
ESC Engineering
Tied - Most-improved Individuals

Challenge a team

2010 WINNING RESULTS

Ewing-Leavitt
Insurance Company
Overall Most-improved Company

Capital West
Overall Most-fit Company



Who will challenge them for the 2011 BizFit title?

What better way to make an effort to trim healthcare costs than to challenge yourself or be on a company team to improve fitness levels. Take part in the BizFit competition individually or inspire your company owner, manager or CEO to team-up and take the BizFit Challenge as a company.

Step up. Team-up. Take the challenge. Start living a healthier lifestyle with potentially better productivity and potentially lower health care costs for yourself and your company.



Register for BizFit 2011 at www.NCBR.com Click on Events under Departments. Registration deadline is May 1, 2011. The competition ends August 8th. Awards will be presented September 15th.

*BizFit was previously called Fittest Execs Challenge

