

**Business Profiles**

Profiles of Northern Colorado Businesses

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# Northern Colorado BUSINESS REPORT

\$1  
Feb. 26-March 11, 2010  
Vol. 15, No. 11  
[www.ncbr.com](http://www.ncbr.com)

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## Why did the doctors cross the road?

### Family Physicians move over to new clinic in Windsor

By Steve Porter  
[sporter@ncbr.com](mailto:sporter@ncbr.com)

WINDSOR — A group of doctors in Windsor is joining the Greeley Medical Clinic family by

moving across the street on March 1.

The physicians — Egle Bakanauskas, MD, Keith Rangel, MD, Robert Bradley III, MD, Michael Carey, MD, and Robert Nystrom, DO — will begin practicing at Windsor Medical Clinic after practicing as the independent Family Physicians of Windsor for 11 years.

Greeley Medical Clinic owns the Windsor Medical Clinic,

which operates in the Windsor Medical Center at 1455 Main St. Family Physicians had been leasing space in the Banner-owned Medical Arts Centre of Windsor at 1300 Main St.

So why move an entire medical practice just across the street?

Family Physicians had been operating under a management contract with Banner Health as well as leasing space in the Medical Arts Centre under a 10-

year lease and a one-year extension. When the lease ran out, the doctors chose to affiliate instead with the independent Greeley Medical Clinic and Banner cancelled the lease, according to Troy Simon, GMC CEO.

“When the FPW physicians chose to join GMC, Banner chose to cancel their space lease in the Medical Arts Centre, even though we wanted to keep them in that

See WINDSOR, 20

### New zoning could expand employment

By Kristen Tatti  
[ktatti@ncbr.com](mailto:ktatti@ncbr.com)

FORT COLLINS — After holding a massive land buffer in north Fort Collins for more than 20 years, Anheuser-Busch Cos. is looking to sell of some of its holdings.

Company officials and the city of Fort Collins have been working for several years to determine the proper zoning for the acreage around the Budweiser brewery, and the city is now in negotiations to purchase land for a future community park. The new zoning, approved late last year as part of the Mountain Vista Subarea Plan update, will make the northeast corner of Fort Collins a future employment hub.

A-B approached the city about three years ago, before its November 2008 acquisition by Belgium's InBev, about selling. The discussions came at a good time, as the city was receiving inquiries about developing on the large, rail-served parcels. Vestas Americas expressed inter-



Northern Colorado Business Report

**DEVELOPMENT BREWING** — The city of Fort Collins is looking to the north for future employment growth, and new zoning in the area surrounding the Anheuser-Busch InBev brewery could pave the way. The city updated its Mountain Vista Subarea plan last year to provide the brewery with an industrial zoning (light purple) buffer, surrounded by an expanded employment zone (dark purple), and reduced residential (light green). The plan also includes a community park (dark green), the land for which the city is currently in negotiations with A-B InBev to purchase.

est in the area before finally deciding on Windsor for the site of its first U.S. manufacturing operation.

Mike Freeman, chief financial

officer for the city of Fort Collins, said there were three main issues to be addressed with A-B InBev to pave the way for future development around the

brewery. The first, now complete, was the update to the Mountain Vista Subarea Plan. The compa-

See A-B, 30



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# What's Next? Restructuring under Chapter 11

## Outdoor advertiser continues normal business operations

By **Kristen Tatti**  
ktatti@ncbr.com

The company that puts Northern Colorado businesses' ads on benches, buses and billboards is working to reorganize after filing for Chapter 11 bankruptcy protection.

Greenwood Village-based NextMedia Group Inc. reached a deal with its principal lenders in December to restructure the company's debt. NextMedia and its subsidiaries filed for bankruptcy on Dec. 21 with the U.S. Bankruptcy Court in Delaware. At the time of filing, the company estimated assets of \$0 to \$50,000 and liabilities of \$100 million to \$500 million. The liabilities are largely from two liens totaling \$251.8 million.

The assets reported by the holding company do not include its subsidiary assets. NextMedia Northern Colorado, for example, reported assets of \$10 million to \$50 million. In addition to its Northern Colorado operations, NextMedia has outdoor advertising markets in California, Wyoming, Nebraska, Kansas, Wisconsin, Virginia, North Carolina and South Carolina. It also owns 36 AM and FM radio stations in seven mid-sized and suburban markets.

NextMedia said in a statement at the



Krista Watzel, Northern Colorado Business Report

**LOOKING FOR WORK?** – Next Media Group Inc. filed for Chapter 11 bankruptcy protection in December, but its Northern Colorado holdings, like ads on this bus shelter on US 287 in Loveland, were not affected.

time of filing that the bankruptcy would have no impact on day-to-day operations, including no changes to management or employee reductions.

“As a result of this reorganization, we will bolster our financial position considerably, enhancing our ability to invest in our operations and execute our strat-

egy,” said Steve Dinetz, president and CEO, in the statement. “Over the past 18 months we have taken steps to reduce costs and increase efficiencies across our operations, while continuing to invest in our assets, content, sales, marketing and customer service. Today’s action puts us well ahead of the process in preparing

NextMedia to fully capitalize on the recovery in the nation’s out-of-home advertising markets.”

In December, NextMedia predicted that its earnings before tax, interest, depreciation and amortization would be \$23 million for 2009. The company’s debt is expected to be reduced to \$128 million after reorganization.

The company referred all further inquiries to its bankruptcy filings and public statement.

### Growth by acquisition

NextMedia entered the Northern Colorado market in 2002 when it acquired assets of Flack Outdoor Advertising Inc. The \$24.9 million deal included more than 1,600 billboards mostly in Northern Colorado but also in Wyoming and Missouri. In 2004, the company bulked up its local holdings through a swap in which it exchanged its New Jersey billboards for displays in Connecticut, Northern Colorado and Wyoming.

NextMedia again expanded in 2007 when it purchased the Northern Colorado markets of Fort Collins-based Outdoor Promotions. Outdoor Promotions handled the bus, bench and shelter advertising for Fort Collins, Loveland and Longmont at the time, but decided to focus more resources on the booming Las Vegas market.

As of Dec. 31, a majority of NextMedia’s stock was owned by various private equity groups with directors on

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# THE EYE

## We CU, and we raise you one bioengineering degree program

The University of Colorado Denver announced this month that it was launching the state's first bioengineering department. Funny, The Eye recalls seeing a similar announcement made by Colorado State University back around 2007.

So, which university was first? Well, it really doesn't matter.

Bioengineering, put simply, is the use of engineering, biology and medicine to improve health. Think "Six Million Dollar Man" but without the "sha-na-na-na-na-na-na-na." Practical applications range from improved diagnostic equipment to heart valves and insulin pumps.

Three years ago, CSU launched its biomedical engineering school, which is now spread across four colleges with masters and doctoral degrees available. The UCD biomedical engineering department will offer undergrad, masters and doctoral degrees the fall of 2012. School, department — see? It's enough to make The Eye cross.

The fact that there is more than one school in Colorado offering a biomed program should really be the focus, said CSU Senior Media and Community Relations Coordinator **Emily Narvaes Wilmsen** via e-mail. "There is more than one bioengineering program out there, which should be great news for industry since this is a growing area in Colorado."

The University of Northern Colorado is not a research institution, so, with hope, this is the last of the "we're first" business. Well, for biomed programs, that is.

# Riverwalk could also include ice arena

## City still working to close land deal for water storage

By Steve Porter  
sporter@ncbr.com

FORT COLLINS — Now it's up to Turnkey.

Turnkey Development LLC, a Denver-based real estate development company, will work with the city of Fort Collins to convert the 293-acre Riverwalk property —

at the southwest corner of the intersection of Interstate 25 and Harmony Road — into city water storage and open space on its south side and a mixed-use, water-focused development on its north side.

The northern portion will also feature an indoor ice arena and sports courts facility, according to city planning office records.

The Fort Collins City Council on Feb. 16 unanimously approved a resolution to buy the southern 128 acres of Riverwalk for \$4.425 million. The city wants the property to expand an existing gravel pit into a 1,500-acre-foot water storage facility and open space.

## FROM THE ARCHIVES

For more information on the Riverwalk property, search the archives at [www.ncbr.com](http://www.ncbr.com) free of charge.

The deal is contingent upon Riverwalk's owner, Jay Stoner, reaching an agreement to sell the property to Turnkey, a company he's been working with for years to move the Riverwalk project forward.

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F O C U S

# E-bike maker test drives Old Town shop

## RunAbout Cycles eyes Art Lab space for new showroom

By Noah Guillaume  
nguillaume@ncbr.com

FORT COLLINS — Test driving potential retail locations is just another innovative idea from a man in the business of pedaling innovation.

Josh Kerson, president and CEO of RunAbout Cycles Inc., is looking for a new location for his electric-bicycle business now on Link Lane in east Fort Collins. One of the spaces he's interested in just so happens to be the current location of the Art Lab on Linden Street in Old Town Fort Collins. The Art Lab project turns empty storefronts into free gallery space for artists until the location is rented or sold.

To truly get a feel for the space without signing a lease, Kerson rounded up area bicycle designers to display their work in the lab for a couple of days. Bike makers got to show off their creations and Kerson got to try the space on for size with actual bikes, and evaluate the level of daily foot traffic firsthand.

Patty Spencer, a broker with Realtec's Fort Collins Downtown office, is the listing agent for the space. To her knowledge there is no group or agency that tracks foot traffic, so potential retailers hang out and talk to neighbors. "Most retailers do their own research. Ultimately, it's their decision if a property works for them," she said.

Dawn Putney, owner of Toolbox Creative and founder of the Art Lab in Fort Collins, was pleased to hear of Kerson's interest in the space.

"I think it's awesome. It's the whole intention behind Art Lab. Get people in a space not considered," Putney said.

As for the possibility of moving ArtLab to a new location, Putney is not worried. "I'm not terribly concerned. (There is) still plenty of space in Old Town. We'll find a space. Can't tell you what that will be, though."

RunAbout Cycles relocated from Memphis, Tenn., to Fort Collins in 2008 to build and sell electrically assisted recum-



Noah Guillaume, Northern Colorado Business Report

**IT'S ELECTRIC** — Josh Kerson, president and CEO of RunAbout Cycles in Fort Collins, sits on one of the electric-human-hybrid trikes his company makes. Classified as a bike, the trike can go 20 miles per hour for 40 miles on battery power alone. Kerson plans to launch a franchise of electric bikes shops featuring six e-bike makers.

bent tricycles, long bikes and conversions in a community with a bike-oriented reputation.

"We believe Fort Collins has the right combination of demographics, cycle-

friendly roads, weather — it's why we're here," Kerson said.

Now with backing from an investor group and interest from four other elec-

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# Green Summit set for April with new features, awards

FORT COLLINS — A rite of spring returns on April 8, when the fourth annual Northern Colorado Green Summit takes place at the Drake Centre in Fort Collins, beginning with breakfast at 8 a.m.

Presented by the *Northern Colorado Business Report*, with support from the city of Fort Collins, Poudre Valley REA and Toolbox Marketing, the Green Summit will examine a wide variety of issues surrounding sustainability and doing business in a socially and environmentally responsible way.

One of the areas of discussion will be “Getting Green for Going Green” — where to find funding for eco-friendly projects as well as creating and sustaining a green culture within companies large and small. Tax credits, rebates, conservation savings and favorable financing will all be on the agenda.

In addition, some of the region's most successful eco-preneurs — those who have successfully established a “triple bottom line” at their companies — will share their insights with summit attendees.

And a wealth of exhibitors ranging from green builders to recyclers will be on hand all day to share their sustainable products and services. Throughout the event, the Better Business Bureau serving Northern Colorado and Wyoming will sponsor a document Shred-it Day as well as making provisions for recycling computers and other high-tech equipment.

The Green Summit lunch, hosted by Kennedy and Coe, Certified Public Accountants and Consultants, this year will feature the presentation of the new Poudre Valley REA Beyond the Limits Award. To receive the Beyond the Limits award a company must be on the Poudre

## Green Summit

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Valley REA system and must have shown innovation and leadership in:

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- Energy efficiency — installing or upgrading equipment, lighting, software or other systems to reduce electricity usage.

- Energy conservation — improving physical plant or offices through auditing energy use and weatherization and insulation efforts.

- Employee involvement — supporting green programs of any kind.

To nominate a company, e-mail De Dahlgren, *NCBR* Marketing and Events director, at [ddahlgren@NCBR.com](mailto:ddahlgren@NCBR.com).

As in years past, the Fort Collins Climate Wise program will present its EnvirOvation Awards at a reception at the Drake Centre, 802 W. Drake Road, immediately following the Green Summit at 3 p.m. The EnvirOvation reception is free with pre-registration.

Registration for the Green Summit, which includes breakfast and lunch, is \$49, and available online at [www.NCBR.com](http://www.NCBR.com), under Events on the homepage. Deadline to reserve your seat is April 6.

For more information about the 2010 Green Summit, contact Dahlgren at 970-221-5400, ext. 202 or e-mail her at [ddahlgren@ncbr.com](mailto:ddahlgren@ncbr.com).

### C O R R E C T I O N S

The list of the Largest Commercial Real Estate Brokerages that appeared in the Jan. 29, 2010 issue of the *Business Report* showed Sperry Van Ness/The Group Commercial ranked as the No. 1 brokerage in the region, based on the total dollar volume brokered in 2009. The list of the Largest Commercial Real Estate Brokerages in the 2010 Book of Lists, published on Feb. 19, contains information that was accurate when the list first appeared in July 2009, based on total volume figures for 2008.

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. 224, or e-mail her at [khawthorne@ncbr.com](mailto:khawthorne@ncbr.com).

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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

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# Berthoud subdivision to seek home-grown power

## Prairie Star launches into new energy age, if state law allows

By Steve Porter  
sporter@ncbr.com

BERTHOUD — A proposed mixed-use subdivision in north Berthoud is touting a variety of innovative features, including a resident-owned solar farm to slash utility bills — and perhaps break new legal ground.

The 900-home Prairie Star is the brainchild of Boulder developer Scott Sarbaugh and his partner, Richard McCabe. If successful the development would offer a unique living space on a 190-acre site that straddles the U.S. Highway 287 Berthoud bypass.

“What occurred to us was a need to launch into a new age of development and (we) determined that Berthoud and this site would be on the cutting edge of that,” Sarbaugh said.

Seven years in the making, Prairie Star is entering its final approval process with the town of Berthoud. The subdivision features high-density residential, office and retail along with public areas and open space. A village center is at the heart of the pedestrian-friendly development, where off-center streets offer visual interest and minimize that grid feeling.

Also included in the site plan are an equestrian center, community garden, senior and recreation centers and a green-focused employment site. “We want to attract a forward-looking company that wants to take advantage of our solar farm,” Sarbaugh said.

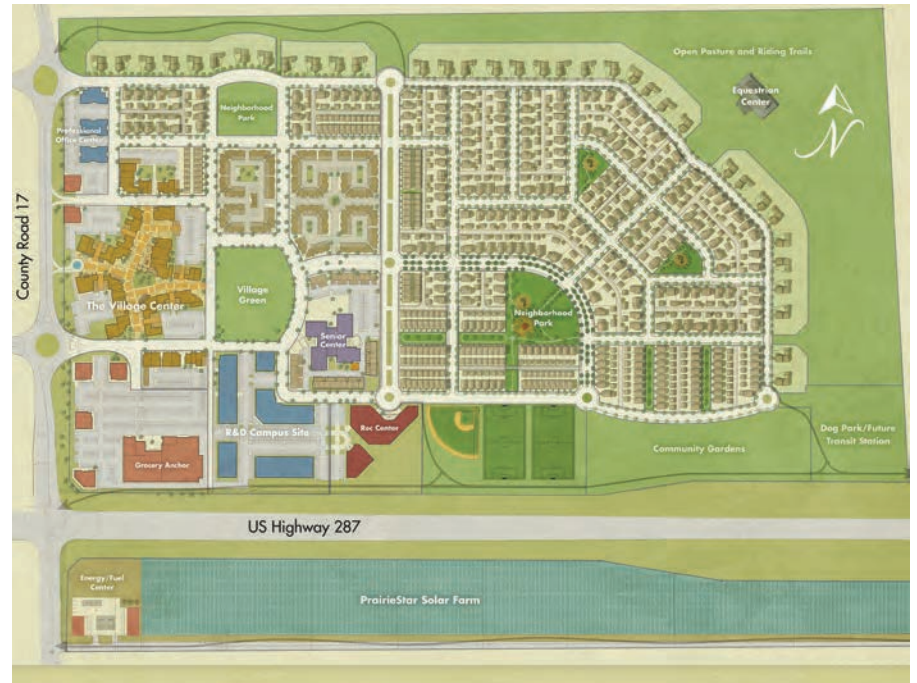
The solar farm, which would ultimately include about 20,000 panels on 25 acres adjacent to the subdivision, is the most radical aspect of the Prairie Star plan. The goal is to create a net-zero energy community, Sarbaugh said. He added that Berthoud is in a unique position to offer a special municipal energy district for the development, because franchise agreements between the town and Xcel Energy and Poudre Valley REA expired in 2007.

“We’re in the process of structuring a municipal utility district and to provide energy as an investment to our homeowners,” Sarbaugh said, noting that each home and commercial site buyer would purchase ownership in the solar farm and then receive substantial savings on monthly energy bills.

Michael Hart, Berthoud town administrator, said the town is interested in doing what it can to help make the project work. “The city would probably have to host that (district). That’s a legal bridge none of us has crossed before.”



SARBAUGH



Courtesy Prairie Star

**SITE PLAN** — The proposed Prairie Star development in north Berthoud contains a variety of housing styles, a village center and a solar farm that would provide a portion of the subdivision’s power.

However, Mark Stutz, Xcel spokesman, said the utility does not believe such a district would be legal.

“What he wants to do can’t be done by law,” he said. “All utilities are given certified territories. No other public utility or group or individual can operate within that territory.”

Stutz said Xcel currently has the 190-acre Prairie Star site in its service area.

“We have the right and duty to serve that area if it’s ever developed.”

**Backup needed**

Sarbaugh admits the solar farm could not provide all of the subdivision’s energy needs and would need a backup agreement with a utility provider.

Hart said that could be the “biggest

See PRAIRIE, 24



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# RMI2 welcomes three new companies

## Black boxes for cars to biomass energy, startups ready to go

As if planning for a new, state-of-the-art facility wasn't enough, the Rocky Mountain Innovation Initiative has continued to take on additional incubator companies at a record pace.

As of early February, the incubator had accepted three new companies, bringing the total to 24. The newest startups range from biomass to analytic instrumentation but are all looking forward to leveraging RMI2's incubator process to get beyond the critical infant years of business. Meet the new incubatees:

### Stewart Energy LLC

A spinoff of engineering veteran Stewart Environmental Consultants, Stewart Energy plans to commercialize biomass energy conversion technology. The startup is partnering with Colorado State University to bring anaerobic digestion technology developed in the College of Civil and Environmental Engineering to market.



**TECHNOLOGY**  
Kristen Tatti

Anaerobic digestion involves harnessing bacteria in an oxygen-free environment to convert organic material into combustible gas.

"The key to an effective process is to increase efficiencies, decrease and deal with waste and manage environmental variables," explained Forbes Guthrie, CEO of Stewart Energy. "Our new process shows significant advantages in efficiency, waste management and cost over traditional technologies."

The new company plans to leverage the development process used for years by Stewart Environmental to bring the product to market. The process includes identifying and fully understanding the market needs; accurately verifying and testing the technology; documenting the physical, biological and chemical process of the system; and evaluating the mechanical requirements for the engineering and specification of the system.

### Forston Labs

Founded last July, Forston Labs is looking to make waves in the relatively static water-testing market. The company's LabNavigator handheld analytical measure platform seeks to consolidate a lab full of testing instruments into a single, field-ready device.

Forston Labs President and CEO Brian Williams admits that breaking into the analytic instrumentation industry is a daunting challenge. Including applications across all industries, the market is estimated at \$60 billion and counts a number of very large corporations

among its vast field of competitors.

"The reason we're so different from everyone else is that our instrument crosses the boundaries that no one has ever crossed," Williams said.

The LabNavigator uses plug-in sensors that automatically tell the device what type of test is being performed, to eliminate the need for different equipment for each test. The company currently has more than 30 sensors available. The device can also be customized to analyze data, which can be stored, making it possible for field technicians to perform work that chemists would have previously done.

"We're not tackling the entire industry," Williams said. The company will focus on reaching laboratory users, researchers and environmental testers. "It's our focus for the next week," he joked.

Forston's acceptance into the incubator program comes at a great time, as the company will be officially launching its product at the Pittcon 2010 industry conference next week. Williams said the product is already commercially available and several partnerships are in place.

### Crashboxx

Reconstructing crash conditions has been a longtime practice in the aerospace industry, but new incubator company Crashboxx is seeking to make it more common in the automotive sector as well.

The two-year-old company was founded by auto industry veterans with a specialty in safety systems. Its flagship prod-

uct, the Crashboxx, uses kinematics — the mechanics of motion — to record detailed information in the event of a car crash.

The company is branching out to take advantage of the rapid evolution of the automotive GPS market. Crashboxx is currently beta testing a new software product — Driver Behavior Event Engine or DBE2. An integrator installs the software into a GPS device equipped with an accelerometer — the same technology used by Wii controllers, Apple iPhones and car airbag systems — to detect motion and force. The accelerometer technology can measure negative driver behavior such as excessive braking or acceleration. The technology will also allow fleet managers to track the location of vehicles as well as watch for and track improper driving habits.

Crashboxx President Peter Byrne said that only a limited number of GPS units today come with accelerometers but that within the next five years the technology will be standard. The company is also working on a hosted solution to complement DBE2 that would send e-mail and mobile alerts to fleet managers when an incident is detected, offer detailed historical reports, and similar reports.

"This is an ambitious undertaking for a small company," Byrne admitted. In order to focus on product development, Crashboxx intends to deploy an annuity business model for its sales effort — the same model used in the cellular phone industry. End users will purchase the equipment and then pay a service fee for use of the added programs.

*Kristen Tatti covers technology for the Northern Colorado Business Report. She can be reached at 970-221-5400, ext. 219 or ktatti@ncbr.com.*

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# Contactors cheer increase in public build projects

## Government funding ray of sunshine amid industry dark days

Whether it's a result of the \$787 billion federal economic stimulus package or local taxpayer dollars, the increase in publicly funded projects is evident here in Northern Colorado. While the president's stimulus package represents a ray of sunshine in the construction industry's dark landscape, the increase in projects at the municipal level are becoming more and more prevalent — providing for encouraging signs of a turnaround, albeit slow.



**REAL ESTATE**  
 Terry Drahota

From transportation and schools to housing and energy-related facilities, projects are springing up across the country and in our backyard. In addition to the stimulus work, we've seen a lift in educational-related funding for school projects, tax-credit and bond projects that have gotten under way.

A few notable projects in Northern Colorado include the improvements to Interstate 25 with the \$7 million resurfacing of four miles northbound between U.S. Highway 34 and Colorado Highway 392; the \$8.5 million Chilson Recreation Center; and tax-credit projects such as the \$13 million Provincetowne Townhomes and the Orchard Place HUD apartment renovation. This last project entails an extensive renovation to the existing Creekside Garden Apartments in north Loveland.

According to a recent CNNMoney.com report, "Nearly \$36 billion in stimulus money has been spent so far on highways, bridges and transit systems." The so-called "shovel-ready" projects were launched last year, as infrastructure and job creation were key areas of focus for the new administration.

"Two weeks after President Barack Obama signed the federal stimulus bill into law," reported a McGraw-Hill article, "the Colorado Department of Transportation received \$141 million of the approximately \$400 million in transportation stimulus funding guaranteed to the state."

The American Recovery and Reinvestment Act has awarded Colorado-based businesses \$953.9 million in stimulus contracts from federal agencies as of Sept. 30, 2009, according to the Governor's Economic Recovery Team. Colorado State University has received over \$13 million in grants supported by ARRA. More than \$52 million has been awarded in Northern Colorado for projects associated with renewable energy manufacturing tax credits. Fort Collins-based Advanced

**"Colorado companies reported the federal and state contracts generated or saved about 1,810 jobs."**

*Denver Business Journal*

Energy Industries Inc. received a tax credit worth \$1.2 million for the company's Solaron solar inverters production line.

### Lift for construction and engineering

The stimulus bill is reported to have delivered almost \$1 billion to Colorado private businesses, which provided a lift to the state's construction and engineering firms more than other sectors. While the collapse of the housing industry and loss of funding from the private sector created much of the breakdown for the design and building industry, "Colorado companies reported the federal and state contracts generated or saved about 1,810 jobs," according to the *Denver Business Journal*.

While there is no definitive answer about the impact of the municipal projects, stimulus-related and otherwise, we can attest to the fact that the public projects have helped keep local companies active. With revenue losses near 50 percent last year, primarily due to the lack of private development and tight lending climate, we welcome the increase in public work in an effort to keep local businesses such as ours contributing to job retention, production of local materials and overall improvements to our built landscape.

While the outlook for traditional real estate development offers little change this year, some private developers and corporations have secured "special financing" to move their projects forward, as bank lending remains difficult to come by. Two examples include the National Board of Chiropractic Examiners' 15,000-square-foot, \$2.5 million office building in Greeley and the MINI Cooper dealership at the Motorplex at Centerra.

Unfortunately, there are not enough projects like these to bring the real estate market, and those who service this market segment, back from the depths.

We predict little change from banks in 2010 which will continue to affect the commercial real estate industry. In the meantime, the increase in publicly funded projects is poised to continue to stimulate the local economy at some level. As we all continue to reap the benefits, we believe that's a reason to cheer.

*Terry Drahota is president and CEO of Drahota, a Fort Collins-based general contractor and construction management company. Reach him at terry.drahota@drahota.com.*



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**TIME OUT**  
 Snapshots of  
 life outside  
 the office  
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## COLUMNS



**Eco-friendly burials new level of recycle**  
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# Business brokering requires finesse

## Win/win deals for both buyers, sellers can be form of matchmaking

By **Maryjo Morgan**  
*news@ncbr.com*

LOVELAND — In today's economy both buyers and sellers of businesses must get creative. A few years ago it took 90 to 120 days from the time a business went on the market until it sold, but now such sales are more likely to take 7 to 9 months.

Part of the reason, according to Tom West, owner of Business Brokerage Press, is that buyers have become extremely cautious. "Buyers demand more detailed financial information," he explained.

That's where an experienced business broker can make the difference. Marcie and Ron Woolworth, partners in We R Business Brokers in Loveland, have brokered over 300 deals in Colorado, Wyoming and Western Nebraska markets. The Woolworths think of themselves as matchmakers, pairing up people in the market for a business with available



*Krista Watzel, Northern Colorado Business Report*

**WORKING FOR BUYERS, SELLERS** – Marcie and Ron Woolworth, owners of We R Business Brokers in Loveland, have brokered more than 300 deals in Colorado, Wyoming and Nebraska.

See **BROKERING, 12**

# Inspire yourself to help inspire others



**PRACTICING INNOVATION**  
 Shirley Esterly

## Tell yourself the truth to take first step toward future goals

The winter Olympics are here again. We all watch some of the coverage and are inspired by people of all ages who demonstrate their discipline and commitment to personal excellence. The individuals competing in the Olympics have a personal vision, one they may have held since childhood.

During an interview after he was selected for the Olympics, a snowboarder remembered a skiing injury he suffered as a child. As they were going down the mountain, the ski patrol asked him about his aspirations. He responded, "I want to be in the Olympics." His vision was strong enough to carry him through life to his goal.

As we start a new decade, we might ask ourselves:

What is our personal commitment to a vision? Each individual is an integral part of the business or organization. Our personal commitment, energy and discipline all play a part in our success as well as the success of others. A major source of energy and empowerment is our vision.

### Review your vision

What is your personal vision? Are you passionate about your work? Do you have a clear vision of why you do what you do? Are you excited to wake up each day, jump out of bed and arrive at work excited and energized? Are you aspiring to personal excellence and are you a source of inspiration for others?

We can always benefit from the learning and discovery that results from a review of our vision. Part of re-visioning is assessing where you are today. How have recent

See **INNOVATION, 31**

## 2009 MODEL SELL DOWN

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# BRIEFCASE

## Nonprofit notes

The **United Way of Larimer County** has awarded its annual Spirit of Giving Award to **Crossroads Safehouse**. This award is part of the United Way's Outstanding Agency Campaign to promote its annual fundraising efforts. All of Crossroads' staff members participated in the drive in 2009, and the staff increased the 2008 level of giving by 49.2 percent. The money raised will benefit dozens of United Way agencies.

**Open Hearts for Haiti** art auction and

fundraiser, organized by **Returned Peace Corps Volunteer** Melissa Basta, raised over \$10,500 for Haitian families affected by the earthquake. All proceeds from the event will be shared equally by three charities working to help rebuild Haiti: **Trees, Water & People, Partners in Health**, and the **Haitian Education Leadership Program**.

In 2009, **Funding Partners**, a not-for-profit community development financial institution in Fort Collins, originated 149 subordinate mortgage loans and funded five housing projects representing \$4,921,205 in loan volume. For further information regarding Funding

Partners, visit [www.fundingpartners.org](http://www.fundingpartners.org).

The **Rehabilitation and Visiting Nurse Association** received a \$16,790 grant from Colorado-based **Comprecare Foundation Inc.** The grant is a second-year award that supports the RVNA telehealth remote monitoring program, which is specifically focused on persons with congestive heart failure, diabetes, chronic obstructive pulmonary disease or high blood pressure. The telehealth program allows patients to provide their RVNA care coordinator with important information about their health condition on a daily basis from the comfort of their own home.

## KUDOS

**Rocky Mountain Construction** awarded **The Engineering Co.** in Fort Collins the Award of Merit for the Rock Springs Wastewater Treatment Plant in Wyoming. The Engineering Co. designed a new oxidation ditch to facilitate wastewater transfer to assist in the retrofit of existing facilities. The retrofit implemented a state-of-the-art wastewater and solids reduction process called the Siemens Cannibal Solids Reduction process.

The **Rocky Mountain Raptor Program** honored the **Veterinary Teaching Hospital and Medical Center** at **Colorado State University** with the Freedom Flight Award for distinguished service in the conservation and stewardship of birds of prey. The Raptor rescues, rehabilitates and releases injured birds of prey, and presents environmental education programs throughout the region.

## NEW PRODUCTS AND SERVICES

**Weld County Garage** in Greeley has launched a new website at [www.ColoradoUsedCarFactory.com](http://www.ColoradoUsedCarFactory.com). In addition to showcasing Weld County Garage's services, which include maintenance, financing and a vehicle consignment department, visitors can find or order pre-owned vehicles.

## NEW LOCATION

**Forma Furniture** has relocated to a larger location, at 1001 E. Harmony Road in the **Kohl's** shopping center, next to **Ace Hardware**. Forma Furniture offers contemporary and Scandinavian furniture. Visit [www.formafurniture.com](http://www.formafurniture.com) for more information.

**Subway** restaurant chain has opened its first Colorado eco-store location at US Highway 287 and West 64th Avenue in front of the North Loveland **Wal-Mart** in Loveland. The location includes a high-efficiency HVAC systems, remote condensing units for refrigeration, day-lighting and controls for high efficiency lighting, LED interior and exterior signs, low-flow water fixtures and building and décor materials made from sustainable sources.

## DEADLINES

The **city of Greeley** is accepting applications for the third annual Environmental Stewardship Awards competition to recognize the outstanding environmental activities of local residents, businesses and agencies. The application and more information are available at [www.greeleygov.com/CommunityDevelopment/environment.aspx](http://www.greeleygov.com/CommunityDevelopment/environment.aspx) or at the Community Development Department at 1100 10th St., Suite 216. Applications are due March 8. Awards will be given in six categories: Residential; Industrial; Commercial; Education; Government; and Nonprofit.

## ANNIVERSARIES

**Associates In Building & Design Ltd.** in Fort Collins is celebrating 20 years in business. Projects for the design/build company include residential remodeling, new construction, interior design services, and commercial tenant finish.

## MISCELLANEOUS

**Be Local Northern Colorado** has added members: **Parent Pages, My Office Etc.** in Windsor, and **McCormick Automotive Center, Albert Pit Barbecue** and **Kristen Cecere Tax & Accounting**, all of Fort Collins. For membership benefits and information see [www.BeLocalNC.org](http://www.BeLocalNC.org).

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](mailto:nguillaume@ncbr.com), or mail it to Briefcase at NCB, 141 S. College Ave., Fort Collins, CO 80524.

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# TIME OUT



**GET WELL – 1.** Lynn Sanchez, left, wellness program coordinator for the city of Fort Collins; Yvonne Myers, systems coordinator for Columbine Health Systems; and Fort Collins City Manager Darin Atteberry celebrate the addition of five companies to the Well City Initiative at a Jan. 29 luncheon. **2.** Brian Fabrizio, financial service professional for New York Life, and Amy Artzer, account manager at Linden, attend the Jan. 27 Innovation After Hours to learn about feed-in tariffs. **3.** Lori Gama, left, owner of DaGama Web Studio, explains some social media basics to Julie Eberhard, owner of ProCom Property Management at the Feb. 3 Commercial Real Estate Women Luncheon. **4.** Fort Collins Mayor Doug Hutchinson and Mark Chen, director of marketing at Abound Solar, check out the newly unveiled solar power plant at Colorado State University's Foothills Campus on Jan. 22.



photos by Business Report staff

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

# Envirovation

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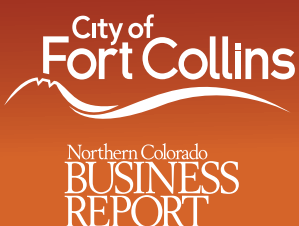
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30	\$61	\$88	\$114	\$99	\$132
40	\$78	\$109	\$144	\$116	\$151
50	\$144	\$155	\$232	\$154	\$190

**Jack Krier,**  
President LUTCF,  
Jack@Ameriquote.biz

**Ashlee Faulkner,**  
Broker Associate,  
Ashlee@Ameriquote.biz

\*Rates quoted are Humana One Total Plus (HCS) plan. All rates are non-smoker rates for Larimer County, in Colorado with \$5,000 deductible and have been rounded. Monthly rates as of May 1, 2008. Rates are based on age and geographic location. Underwritten plan also available.

## BROKERING, from 9

companies that would be a good fit. They keep a database of clients and stay in touch long after the sale is made.

Each year, one out of every five businesses that sell for under \$1 million in the “main street” business sector changes hands. For example, Robert and Thelma Jackson purchased R&R Well and Pump in Greeley through We R Business Brokers, then sold it through the Woolworths again five years later.

Marcie Woolworth notes that business brokerage is a specialized field that requires specialized research. Active members of the International Business Brokers Association, the Woolworths contribute to the IBBA’s collaborative database and stay abreast of current industry values.

“Just as realtors use comps (for home valuations), business appraisers use the information in our searchable database to see how similar businesses are priced,” said Adam Manson, financial analyst for Business Valuation Resources. “There are 88 different fields to determine how similar businesses are. Searches can be narrowed down by industry, size, revenue range, profitability ... we always leave confidential information pertaining to the transaction out of the info to maintain confidentiality.”

The Woolworths are also members of the Colorado Association of Business Intermediaries. Marcie Woolworth has received her Certified Business Intermediary designation and was recently named a Fellow of the IBBA. She is also a member of M&A Source, a nonprofit professional organization for middle-market business intermediaries.

“There are so few of us in the state of Colorado,” she said. “We recognize and respect those who have worked hard in our industry to make it better for everyone involved.”

### Bank loans still tight

An important aspect of a business broker’s service is helping buyers secure financing. When Gene Prather was looking to buy a business after leaving the world of high tech, he said he looked into 40 different ones. “I did due diligence on five of them before settling on Pro Moving and Storage,” he recalled, adding that securing funding was the most challenging aspect of the transaction.

“Marcie and Ron provided all the

**“Each (deal) has a unique set of details and issues that must be addressed. Between us, we get it done.”**

Ron Woolworth, owner  
We R Business Brokers

data required to secure a small business loan,” he said.

Even though Prather chose alternative financing, the Woolworths helped the rest of the deal move along smoothly.

Although bank loans are presently tight, Marcie Woolworth said she hopes that between Small Business Administration loans and seller carry-backs, financing options will continue to improve.

“Every deal is different,” Ron Woolworth said. “Each has a unique set of details and issues that must be addressed. Between us, we get it done.”

Julie and Lindsay Heyer, owners of Greeley Tent & Awning, had never run a business before they found We R Business Brokers on the Internet.

“We were ready to do something different ... decided to go for it,” Julie said.

Although the paperwork was overwhelming at times, Julie gives the Woolworths credit for excellent explanations and clear communication. “They make it personal and they follow through from the first contact until you find something you want,” she said. “They still call to ask how we’re doing.”

One key to the success of We R Business Brokers is the complementary skills of the owners. Ron says Marcie is the detail person and he likes to talk, and he knows sometimes you have to be forward about it or the deal might collapse.

“I am not afraid to ask if the client is ready to make an offer today,” he said. “I just ask if they’ve brought their check.”




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# ON THE JOB

## FINANCE

**Kevin Dunnigan**, a certified financial planner with Investment Centers of America Inc. in Loveland, has been recognized by Bank Investment Consultant magazine as one of the nation's top 50 representatives based in financial institutions for the second consecutive year. Dunnigan was featured in the magazine's December 2009 issue for his performance and superior client service.

## ACADEMICS

**Rob Umbaugh** has joined Aims Community College as the associate dean for learning and organizational development. Umbaugh will oversee the Library, Academic Resource Center, Tutoring, Supplemental Instruction, the Center for Professional Development, the Faculty Teaching and Learning Center, Assessment of Learning Outcomes, Learning Communities and the Honors program.



**UMBAUGH**

## ACCOUNTING

**Steven Boomgarden** and **Jared Marumoto** have joined Soukup, Bush & Associates CPAs P.C. in Fort Collins as staff accountants. The Association of Certified Fraud Examiners, the world's leading provider of anti-fraud training and education, awarded **Monique M. Henderson**, an associate at Soukup, Bush, the Certified Fraud Examiner credential.

## INSURANCE

**Kären Siwek**, CPA, has joined Brown & Brown Insurance of Colorado as an account executive in the Fort Collins office. Siwek comes to Brown & Brown with years of expertise as a chief financial officer and as a business entrepreneur. Siwek's focus will be meeting the commercial insurance needs of large business in the Northern Colorado region.



**SIWEK**

## HEALTH CARE

LiveWell Colorado named **Tracy Faigin Boyle** as vice president of marketing and communications. Boyle will be responsible for managing communications and social marketing efforts to heighten awareness of and fulfill LiveWell Colorado's mission and motivate individuals to make behavior changes.

## REAL ESTATE

**Greg Bever**, has joined The Group Inc. Real Estate Harmony office as a broker associate/partner. **Mike Malvey**, broker associate/partner with The Group, has completed required coursework to earn the Graduate Realtor Institute designation.



**MALVEY**

## CONSTRUCTION

The Weld County Builders Association named its 2010 board of directors: **Bart Pruett**, president; **Bo Winter**, vice president; **Chris McDermott**, treasurer; **Craig Valenti**, secretary; **Chris Moser**, past president; and **Robert Coon**, special projects officer & past president.

Development, construction and brokerage company Brinkman Partners hired **Bruce Porter** and his senior management team to enhance and grow Brinkman Construction's Denver footprint.

**Bob Peterson**, co-owner of Associates in Building & Design Ltd. in Fort Collins, was installed as first vice chair for the National Home Builders Remodelers Council while at the 2010 International Builders' Show in Las Vegas.

## GOVERNMENT

Larimer County Sheriff Lieutenant **Robert Coleman** graduated from the School of Police Staff and Command at Northwestern University in Illinois. The major topics of study during the 10-week course included Management and Management Theory, Organizational Behavior, Human Resources for Law Enforcement, Budgeting, Staffing Allocation and Personnel Deployment.

## MISCELLANEOUS

The Darlene Briggs Marine Woman of the Year Award was presented to **Nancy R. Smith**, vice president and co-owner of Colorado Boat Center in Loveland. **Eric Smith**, operations manager for Colorado Boat Center, has been named to the Marine Retailers Association of America Young Leaders Advisory Council. The MRAA established a new council of marine leaders under the age of 40 to promote the future growth of the marine industry and the boating lifestyle.

**Lauren Kuczka** has been named NoCoNet's 2010 president. NoCoNet is a networking and skill-building group for professionals looking to find new opportunities with top local companies. The group meets weekly in Fort Collins. For more information contact noconetinfo@yahoo.com.

**Steve Schneider**, an information technology manager at Larimer County, is a winner of the first United We Serve Awards in Colorado. Schneider was nominated by his peers for his outstanding contribution to the organization he serves as a volunteer, the Civil Air Patrol, Colorado Wing.



**SCHNEIDER**

Signs Now held elections for the company's Franchise Advisory Board and named local businessman **Pete Thomas** as one of its newest members. Thomas owns the Signs Now at 1438 Riverside Ave. in Fort Collins, in addition to two more locations in Greeley and Centennial. He will be representing an at-large seat for the Signs Now FAB, and serve until 2013.

**Ilan Levy**, president of Exodus Moving and Storage Inc. in Fort Collins, and **Jake Atchison**, vice president of sales, both earned their Certified Moving Consultant credentials from the American Moving & Storage Association.

Licensed Aesthetician **Shayna Leone** has joined Allura Skin and Laser Clinic in Fort Collins. Leone is an experienced specialist adding new services to the clinic including waxing, threading, makeup application and spray tanning in addition to her other specialties, facials, microdermabrasions, peels and laser hair removal.

**John Hanrahan**, local PGA golf professional at the Fort Collins Country Club, was named the Northwest Regional Club Fitter of the Year by Callaway Golf Co. Recipients of the awards are honored for their achievements using a Callaway Golf Custom Fitting cart at their facilities.

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](mailto:nguillaume@ncbr.com), or mail it to On The Job at NCB, 141 S. College Ave., Fort Collins, CO 80524.

## Developing Strategies to Help Preserve Your Wealth



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# Climate Wise Business Partners

## Climate Wise Program Salutes Partners

## Make a Difference

A hearty round of applause goes out to the following Fort Collins businesses for outstanding environmental stewardship and reducing greenhouse gas emissions. Join the City's Climate Wise Program in thanking these innovators for making our community a greener and healthier place to live:

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BHA Design, Inc.  
City of Fort Collins  
Colorado State University

Drahota  
Fort Collins Coloradoan  
Fuhrman Landscaping, Inc.

NewMark Merrill Mountain States –  
Fort Collins Marketplace  
Nolte Associates, Inc.  
RB+B Architects, Inc.

Trebuchet Group  
Trees, Water & People  
Vineyard Church of the Rockies

### Silver Partners:

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Aesthetic Smiles  
Architecture Plus  
A-Train Marketing Communications, Inc.  
Austin's American Grill  
Best Western University Inn  
Brinkman Partners, LLC  
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# Eco-friendly burials take recycling to logical end

## State coroners want to track the departed to avoid 'cold cases'

Luc Nadeau isn't entirely sure how he landed in the casket business.

Thinking about his own demise, one day he realized he had never heard of any environmentally friendly options for burial, so he began thinking up his own.

After contemplating making coffins of recycled wood, Nadeau, who lives in Longmont, recognized an abundant supply of available soft wood all throughout Colorado: mountain pine beetle-damaged lodgepole pine.

A timber company does the milling and processing for Nature's Casket, Nadeau's fledgling company. One of Nadeau's pine caskets costs about \$600 to \$700, depending on a few specs, and they all have a blue color caused by a fungus introduced by the beetles.

Customers with a strong recycling ethic can purchase a rectangular casket now and use it as a nifty green bookcase until their time comes.

Nature's Casket is part of the gradu-



### GREEN BUSINESS

Joshua Zaffos

ally expanding green-funeral industry. Nadeau estimates he's sold about a dozen caskets, but believes his business is just starting to ramp up.

"I thought I invented this idea when I came up with it, but of course there are many people thinking about this," he said.

The modern funeral industry has a less-than-eco-friendly reputation. Many families and cultures cope with death by preserving bodies of loved ones with formaldehyde and embalming chemicals, then putting the body in a hardwood or steel casket and interring it in a concrete vault with a large, polished headstone. Add in the flower arrangements and limos and the American funeral industry generates about \$21 billion a year, but the results aren't quite "dust to dust."

The country's rising cremation rates reflect people's dissatisfaction with standard mortuary techniques, according to green-burial advocates like Karen Van Vuuren, the executive director of Natural Transitions, a Boulder-based nonprofit.

### Going to greener pastures

In a green burial, the body is placed in a simple wooden box or a shroud (or sheet) and set into the ground without a concrete seal or a polished headstone. Conservation burials go one step further by burying a body where the grounds are not mowed, instead managed for wildlife and environmental values.

Van Vuuren said she hears regularly from Coloradans who are thinking about greener pastures and simpler

practices for burials, although the options are still pretty limited. The U.S. Green Burial Council, based in Albuquerque, certifies cemeteries that stick to certain eco-friendly guidelines, although it doesn't yet recognize a green burial ground in Colorado.

In Fort Collins, the city council approved the designation of a green burial section within Roselawn Cemetery in 2009. The separate, one-acre area prohibits the use of embalming fluids and vaults. Graves, which are wider and \$500 more expensive than traditional sites, will be marked with small stone memorials. The city is still awaiting its first customer, but expects interest based on previous inquiries.

The city's decision is a step in the right direction, Van Vuuren said, but she and other advocates still want a Colorado cemetery dedicated to conservation burials, where the grounds will appear more like a nature preserve. Several groups around the state are working toward this goal, including a woman in Weld County who has been trying for several years to convert part of her 70 acres near the town of Briggsdale into a wilderness cemetery.

Despite the enthusiasm of green-burial boosters, there is something about dead bodies that still gets the living worked up. Financial, administrative, political and social obstacles all exist. Some people can't bear to think of worms and microorganisms working the flesh of loved ones. Others just don't like the idea of bodies being put in the ground unmarked.

### Knowing where the bodies are buried

The last issue has gotten the attention of authorities across the state. In early February, Rep. Randy Baumgardner, R-District 57 in the northwest corner of the state, introduced legislation, supported by the state coroners association, to create a tracking system for home burials.

Currently, the state health department counts home burials through death certificates, but neither real estate agents nor coroners know exactly where bodies are located on properties. As a result, if a new homeowner decides to put in a pool or move a gas line and then unearths a body, coroners and law enforcement have to get involved to figure out whether it's a sign of eco-mortuary or foul play.

"We're not opposed to green burial, we're just trying to make sure we know where everyone is buried," said Patrick Allen, coroner for both Larimer and Weld counties. "It's an issue around the nation."

The legislation wouldn't impact local ordinances that already prevent people from burying bodies in residential neighborhoods or other areas. Allen said the counties typically deal with a few unearthed and unidentified bodies each year, but state coroners are looking to address a trend that they expect to grow.

*Joshua Zaffos is a freelance journalist based in Northern Colorado who covers environmental issues for the Business Report quarterly. Contact him at news@ncbr.com.*



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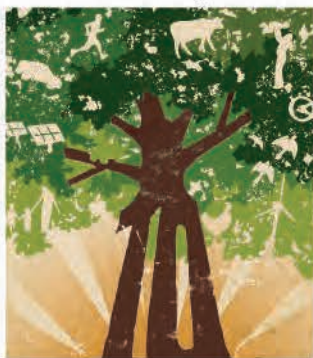
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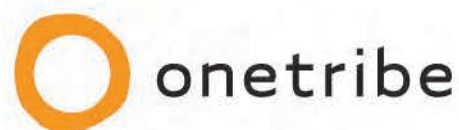


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# HEALTH CARE

## PVHS starts on Water Valley medical fitness center

Rehab, gym facility to anchor Marina Health Campus

By Steve Porter  
sporter@ncbr.com

WINDSOR — The newest phase of the Water Valley development in Windsor got under way Feb. 12 with a groundbreaking ceremony for the Poudre Valley Medical Fitness Center at Marina Health Campus.

Water Valley Land Co. President Martin Lind, local officials, Poudre Valley Health System representatives and others who helped make the project a reality put on hard hats and threw a few shovels of dirt to inaugurate the project set to open in November.

The groundbreaking marked the end of three years of effort by Lind to pull together a deal to fund construction of the \$16 million facility, which will serve as the anchor of Water Valley's Marina Plaza.

"There were so many times when a smarter person would have given up," Lind told those assembled. "It was



Courtesy Vaught Frye Ripley Architects

**FIT TO OPEN** — This artist's drawing shows what the Poudre Valley Medical Fitness Center in Water Valley will look like when it opens in November.

absolutely a team effort to get this done, and it was probably the hardest deal I've ever had to get done."

Lind gave special credit to PVHS President and CEO Rulon Stacey. "Without a doubt, the catalyst on the other side of this was Rulon Stacey," he said. "Everybody said when was the turning point for this, and I said it was when Rulon stopped screening my calls."

Stacey, in his remarks, said the fitness

facility — which will differ from a health club because of its trained medical staff on duty and focus on wellness — will provide a unique opportunity for healthy people and recuperating hospital patients to work out together.

"We've now started a project that's going to take a giant step forward for Northern Colorado and Poudre Valley Hospital System to keep people healthy," he said. "We are honored to be a partner

with Water Valley and Martin to make a difference in the lives of the people of Northern Colorado."

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The facility will be the first of its kind in Northern Colorado. C. Patrick Green, M.D., with Heart Center of the Rockies, will serve as medical director for the center.

See PVHS, 21

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# Who ya gonna call? Don't worry about it

## 911 dispatch systems set to provide fastest ambulance response

Once upon a time in the not-too-distant past — as recently as the 1970s — calls to transport sick or injured people to hospitals often went to the local funeral home or coroner. That's because those were the only entities with vehicles equipped to haul bodies, living or dead, from one place to another.

Since then there's been a revolution in emergency medical response that has vastly improved patients' chances of survival between the call for help and their arrival at a hospital.

With the creation of the federal Department of Transportation in 1966, states were required to begin developing regional Emergency Medical Service systems with DOT funding. Money began to flow for their creation and development, first in cities and gradually into most U.S. communities of any size.



**HEALTH CARE**  
Steve Porter

Flash forward to 2010. Today, EMS-staffed, state-of-the-art ambulance services are spread across the nation. Some are part of a particular hospital's services, others are owned by cities or counties or funded by special taxing districts.

The proliferation of these services has led to formalized service area boundaries, mutual aid agreements and GPS-capable dispatch systems that can pinpoint the location of the emergency whether the caller gives an address or not.

With five ambulance services in the Larimer-Weld area staffed with highly trained EMS personnel, residents in need of a fast response and professional medical care on the way to the emergency room couldn't be better covered.

But care has been taken to make certain that a call for help doesn't result in more than one ambulance responding.

"It's amazing when the public calls 911," said Mark Turner, training captain with Thompson Valley EMS. "A lot of people have thought a long time to get a system that gets you to a hospital in a timely manner."

Thompson Valley EMS, which serves a 450-square-mile area, is funded through a special taxing district. That area includes Loveland, where the service areas of Banner Health and Poudre Valley Health System hospitals overlap with McKee Medical Center and Medical Center of the Rockies, respectively.

With both facilities located in Thompson Valley's territory, the health-care systems are relieved of the responsibility — and financial burden — of having to staff and fund their own ambulance services.

North Colorado Medical Center in Greeley also does not maintain its own ambulance service. Weld County Paramedic Services is a county-owned service that responds to an average of 15,000 calls annually throughout most of the 4,000-square-mile county, except the portion served by the local Frederick-Firestone service.

The other two ambulance services in Larimer County are Poudre Valley Hospital's in Fort Collins, serving the north part of the county, and Estes Park Ambulance Service, owned by Estes Park Medical Center.

### Where to go

Where a patient is taken once he or she is picked up by an ambulance depends on many factors. As a general rule, the ambulance will go to the nearest facility equipped to deal with the patient's condition. If their injuries aren't serious, patients have some say in where they wish to go for treatment — within reason.

In the case of traumatic injuries, patients are either taken to MCR or NCMC, the two top-rated trauma treatment centers in Northern Colorado, both rated Level 2. If the injury is even

more serious, patients are transported to a Level 1 trauma facility in Denver.

"Paramedics make that decision in the field based on risk factors," said Pam Brock, a PVHS spokeswoman. "For just normal calls, there's a destination protocol set by the state that determines what illnesses go where. That's where the training of EMT people is a really important piece."

Local ambulance services respond to tens of thousands of calls every year, but the chance of more than one showing up for a particular call is remote.

"That's not likely to happen unless it's a border call or a major accident with multiple injuries," Turner said.

The technology of the 21st century also allows hospitals to post online their numbers of open beds — and dispatchers to access that information. And with today's computerized dispatching centers and GPS-tracking systems in most ambulances, the response for help across the region is all about getting to the patient as quickly as possible.

"There isn't any competition of ambulance service here," said Lyle Huff, a paramedic with Thompson Valley. "With our mutual aid agreements, it's more of a cooperative thing than a competitive thing."

*Steve Porter covers agribusiness for the Northern Colorado Business Report. He can be reached at 970-221-5400, ext. 225, or at sporter@ncbr.com.*

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Steve Porter, Northern Colorado Business Report

**NEW HOME** – Five physicians with Family Physicians of Windsor will soon be moving from the Banner Health-owned Medical Arts Centre of Windsor to the Poudre Valley Health System-owned Windsor Medical Center (above). The physicians will staff a new Windsor Medical Clinic, part of the Greeley Medical Clinic group.

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**WINDSOR, from 1**

space," Simon said.

Simon said when the lease was cancelled, Poudre Valley Health System offered to renovate its Windsor building to accommodate the new clinic.

"PVHS has been very supportive of GMC and the FPW physicians by renovating the space in their building to customize it to the needs of FPW and GMC," he said. "PVHS never once hesitated in committing their support to our physicians, our group and ultimately, our physicians' patients from in and around Windsor."

**Service agreement stumble**

Banner Health spokesman Gene Haffner said the physician move was less about a cancellation of a lease and more about Family Physicians of Windsor not wanting to renew a medical services agreement with Banner.

"Family Physicians of Windsor was an independent practice in the community and we worked with them to enter into a medical services agreement in 1998," Haffner said. "It was a 10-year agreement that expired in 2009 and we worked with them to extend that agreement for one year to Feb. 28, 2010."

Phoenix-based Banner Health owns McKee Medical Center in Loveland and has a contract to operate North Colorado Medical Center in Greeley. Haffner said Banner has been following a "physician-employed model" that requires local medical groups to be employed by Banner, citing Big Thompson Medical Group in Loveland as one example.

"As we talked with the physicians in Windsor about the model we've been pursuing, it included an expectation of them becoming employed in the Medical Arts Centre," he said. "They decided to remain independent practitioners through an affiliation with the Greeley Medical Clinic."

Haffner said it's not been decided if the name "Family Physicians of

**"We will support them whether they send their patients to Banner facilities or to PVHS facilities."**

Troy Simon, CEO  
Greeley Medical Clinic

Windsor" will continue to be used at the Medical Arts Centre after March 1. "Whether or not the physicians who join us in the future are called Family Physicians of Windsor has not yet been determined," he said.

Haffner said he hoped the Family Physicians of Windsor doctors will continue to exercise their privileges at NCMC. "All of these physicians have been on the medical staff at NCMC and we've had the benefit of their skills and we hope that will continue," he said.

Haffner said patient visits at the Medical Arts Centre of Windsor after March 1 will be covered by doctors from other Banner physician clinics. He said an announcement about new doctors to staff the center will be made within the month.

Simon said the new GMC clinic will be about the same size space as the Family Physicians of Windsor space but will also include full laboratory services.

Simon said physicians at the new GMC clinic in the Windsor Medical Center will be able to have the independent practice they were seeking.

"That was a key piece in discussing it with the physicians and very probably why they chose us," he said. "We will support them whether they send their patients to Banner facilities or PVHS facilities."

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## PVHS, from 18

“It’s medically supervised exercise by a staff that’s highly trained and motivated,” Green said. “The medical fitness facility will provide an opportunity to take a patient from a post-rehab setting to a place where they can exercise in a supervised setting.”

Everyone who uses the center will first have a fitness assessment to determine his or her best course of physical activity.

“There’s no doubt that exercise and physical activity make you feel better and live longer,” he said. “As a physician, I also believe in the saying that exercise is medicine.”

Rebecca Crocker, who will manage the center, said a pre-membership registration drive will take place this summer and will likely focus first on nearby residential areas but won’t be limited to those living close by.

“We’ll definitely draw from nearby areas but across Northern Colorado as well,” she said. “It absolutely won’t be limited to Water Valley.”

Crocker said membership fees have not yet been established but said they would “be very competitive with fitness centers around the area.”

The 66,000-square-foot, three-story structure that will house the Poudre Valley Medical Fitness Center will be the first building in the Marina Health Campus section of Water Valley, on the development’s west side next to a man-made lake.

In addition to exercise equipment, the building will have three indoor pools including a therapeutic pool, an aerobics



Steve Porter, Northern Colorado Business Report

**SHOVEL-READY** – Hard hats and shovels await a Feb. 12 groundbreaking ceremony for the Poudre Valley Medical Fitness Center at the Water Valley Marina Health Campus in Windsor. The \$16 million project will also include space for other medical services. Poudre Valley Health System will own 51 percent of the 19,000-square-foot building.

studio and a steam room, and will offer wellness counseling, classes on health care, physical therapy and cardiac rehabilitation.

The building will be 51 percent owned by PVHS, which will operate the 19,000-square-foot fitness facility.

Marina Plaza is located adjacent to Water Valley’s Pelican Falls golf course. Additional plans for the development include medical office space, a hotel, restaurant, club house, retail space, class “A” office space, 42 patio lots and 28 condo units.

Fort Collins-based Dohn Construction is the general contractor for the center and Great Western Bank is financing the project.

## NEXT, from 2

the company’s board:

- James McElwee of Weston Presidio Capital held 17 percent of the company’s stock;

- Brian McNeill with Alta Communications held 11 percent;

- Kenneth Pontarelli with Goldman Sachs held 20 percent; and

- Adam Stulberger with Tailwind Management LP held 36 percent.

NextMedia filed its reorganization plan on Jan. 5 with an amended plan filed on Feb. 12. Under the plan, the company will convert a chunk of its debt into equity. The lead investors in the second lien, worth more than \$89 million, will get an initial allocation of 95 percent of the new NextMedia common stock in exchange for satisfaction of the lien agreement and a \$20 million cash infusion.

The lead investors — Angelo, Gordon & Co. and Strategic Value Partners LLC — focus on alternative or non-traditional investment opportunities. According to the Angelo, Gordon website, its fixed-income investment strategy includes distressed debt, credit opportunities, public-private investment partnerships, and similar instruments.

### One of many media bankruptcies

The media industry has taken a huge hit during this downturn. Just days before NextMedia, Citadel Broadcasting also filed for bankruptcy. On the same day, newspaper publisher Heartland Publications Inc. filed as well. But Jeff Golimowski, communications director for the Outdoor Advertising Association of America, said that the outdoor advertising, in general, has fared well.

**“We’ve done better than other traditional media.”**

Jeff Golimowski,  
Communications director  
Outdoor Advertising  
Association of America

“We’ve done better than other traditional media,” he said.

According to the OAAA’s third-quarter industry assessment, revenue was down 17.2 percent compared to the third quarter of 2008. The fourth-quarter and year-end numbers will not be available until March, but Golimowski pointed out that newspapers and magazines have been hit in the 20 percent range.

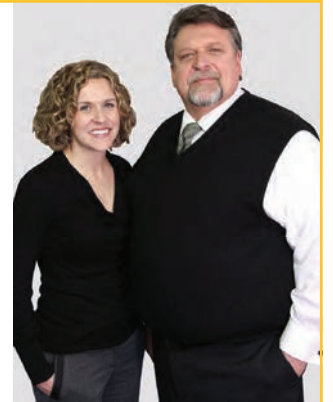
“While the rest of the media was hunkering down, outdoor was investing in itself,” he added.

The major trend for the outdoor advertising industry is digital. While capital investment in new infrastructure slowed during 2009, it didn’t completely halt, according to Golimowski. Even NextMedia was making some pricy investments in digital billboards. According to a Dec. 21 article in the *Wyoming Tribune Eagle*, the company was in the process of installing that state’s first digital billboards, with four in progress.

“The industry is set to do what it typically does coming out of a recession, which is to pick up market share,” Golimowski said.

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# Largest Medical Clinics

## Ranked by number of employees



RANK	PREV RANK	PRACTICE NAME ADDRESS OFFICE PHONE/OFFICE FAX	EMPLOYEES 2010 NO. OF MD 2010	NO. OF PHYSICIANS ASSISTANTS NO. OF NURSES NO. MISC. LICENSED STAFF	SPECIALTIES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE NO OF LOCATIONS YEAR FOUNDED
1	1	<b>GREELEY MEDICAL CLINIC PC</b> 1900 16th St. Greeley, CO 80631 970-353-1551/970-392-4740	350 80	12 7 N/A	Physician owned multi-specialty medical clinic.	N/A www.GreeleyMedClinic.com	Daniel R. Zenk Troy J. Simons Board president Chief Executive Officer 7 1933
2	6	<b>SALUD FAMILY HEALTH CENTERS</b> 203 S. Rollie Ave. Fort Lupton, CO 80621 720-322-9402/303-892-1511	270 21	6 7 4	Family practice, pediatrics, dental, behavioral health, and OB/GYN.	N/A www.saludclinic.org	Stanley J. Brasher Executive Director 9 2002
3	2	<b>BIG THOMPSON MEDICAL GROUP INC.</b> 1627 E. 18th St. Loveland, CO 80538 970-613-4796/970-613-4732	258 51	7 0 2	Family medicine, pediatrics, internal medicine, allergy, OB/GYN, urgent care.	marilyn.morris@bannerhealth.com www.BannerHealth.com	Peter McNally CEO 14 1995
4	3	<b>ORTHOAEDIC &amp; SPINE CENTER OF THE ROCKIES</b> 2500 E. Prospect Road Fort Collins, CO 80525 970-493-0112/970-419-7160	234 23	10 45 15	Orthopaedic surgery, sports medicine, non-urgical orthopaedics, podiatry. Orthopaedic specialties include: total joint surgery, hands and upper extremity, spine and pediatric spine, pediatric orthopaedics, trauma and fractures, sports medicine, knee and shoulder surgery, and foot and ankle surgery.	info@orthohealth.com www.orthohealth.com	Michael A. Bergerson CEO 2 1969
5	4	<b>SUNRISE COMMUNITY HEALTH INC.</b> 2930 11th Ave. Evans, CO 80620 970-350-4606/970-350-4645	220 N/A	N/A N/A N/A	Community health center providing family practice, pediatrics, dental, mental health and pharmacy.	apena.sunrise@nocooha.org N/A	Mitzi Moran CEO, President 6 1973
6	7	<b>ASSOCIATES IN FAMILY MEDICINE PC</b> 3702 Automation Way, Suite # 103 Fort Collins, CO 80525 970-495-6204/970-495-6219	138 27	6 48 4	Family practice, sports medicine, pediatrics, obstetrical care, GI endoscopy, urgent care, acupuncture.	dwadlington@afmfc.com www.afmfc.com	James A. Sprowell Executive director 9 1962
7	NR	<b>THE WOMEN'S CLINIC OF NORTHERN COLORADO</b> 1107 S. Lemay Ave., Suite 300 Fort Collins, CO 80524 970-493-7442/970-493-2990	85 13	2 4 30	Obstetrics and gynecology.	N/A www.fcwc.com	Leslie Martin Practice administrator 2 1970
8	NR	<b>BANNER HEALTH CARDIOVASCULAR INSTITUTE</b> 1800 15th St., Suite 310 and Suite 340 Greeley, CO 80631 970-392-0900/970-506-3796	49 16	9 3 N/A	Cardiovascular disease electrophysiology heart failure	tonya.creech@bannerhealth.com www.bannerhealth.com	Dawn Olson Director of Cardiovascular Services 3 2007
9	NR	<b>OCCUPATIONAL HEALTH SERVICES PVHS</b> 4674 Snow Mesa Drive, Suite 200 Fort Collins, CO 80528 970-495-8450/970-297-6599	36 6	0 2 7	Occupational health services, medical surveillance, employment physicals, post offer physical demand testing, drug and alcohol testing, and rehabilitation for work related injuries.	jef@pvhs.org www.pvhs.org	Jill Fitzgerald Practice Manager 3 1986
10	9	<b>FORT COLLINS YOUTH CLINIC</b> 1214 Oak Park Drive Fort Collins, CO 80524 970-267-9510/970-207-9967	33 11	6 22 3	Pediatrics.	lmortensen@youthclinic.com www.youthclinic.com	Larry Mortenson Executive director 3 1964
11	11	<b>CANCER CENTER OF THE ROCKIES</b> 2121 E. Harmony Road, Suite 150 Fort Collins, CO 80528 970-493-6337/970-493-3528	30 5	1 6 6	Hematology, oncology.	N/A www.cancerhealth.com	Tania Adams CEO 2 1979
12	NR	<b>CONCENTRA URGENT CARE</b> 2620 E. Prospect Road, Suite 160 Fort Collins, CO 80525 970-221-5811/970-221-5817	15 1	1 N/A 8	X-ray, physical therapy and occupational therapy.	claudia_oleary@concentra.com www.concentra.com	Claudia O'Leary Center Operations Director 14 Centers in Colorado 1979
13	13	<b>MED PEDS CLINIC OF FORT COLLINS</b> 4674 Snow Mesa Drive, Suite 120 Fort Collins, CO 80528 970-266-3650/970-266-3660	12 4	N/A N/A 4	Internal medicine and pediatrics.	mark.s.simmons@comcast.net www.medpedsclinic.com	Mark S. Simmons MD 1 1999

Region surveyed is Brighton, Larimer, and Weld counties. N/A-Not Available  
Associates in Family Medicine, Orthopaedic & Spine Center of the Rockies, and Salud Family Health Centers serve multiple locations within surveyed region and are reporting total number of employees.  
Heart Center of the Rockies opted not to participate this year.

Based upon responses to Business Report survey researched by Noelle Maestas  
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**LOVELAND HEMATOLOGY/ONCOLOGY**  
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(970) 667-7870  
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## RIVERWALK, from 3

At press time, a final deal between Stoner and Turnkey had not been announced.

Riverwalk Fort Collins LLC, a Turnkey affiliate company, is listed as the intended seller of the southern portion of Riverwalk to the city. John Stokes, director of Fort Collins' Natural Resources Department, said the deal calls for Riverwalk Fort Collins to expand the gravel pit by June 2014 before any money changes hands.

"We hope to close on it at the latest by June 2014," Stokes said. "It's going to take a while to get this done."

Under the agreement, Riverwalk Fort Collins will extract material from the gravel pit and use it to fill out portions of the northern section of the property that face flood zone issues. Approval from the Federal Emergency Management Agency is needed before any development can take place east of Strauss Cabin Road, near the west boundary of Riverwalk.

However, a portion of the Riverwalk property west of Strauss Cabin Road is zoned for development. Riverwalk Fort Collins spokesman Russ Hackstaff — in a Dec. 2 email to the city — said an indoor ice and sports facility is planned for the 25-acre site.

Hackstaff said a grand opening for the facility, currently called Riverwalk ICE, is slated for Labor Day weekend 2011 with a "soft opening" around July 1, 2011. Hackstaff said construction of the facility is scheduled to begin by Sept. 1, 2010, and take about 10 months to complete.

**"We hope to close on  
it at the latest by  
June 2014."**

John Stokes, director  
City of Fort Collins  
Natural Resources Department

Hackstaff did not respond to several requests by the *Business Report* to comment on plans for Riverwalk.

Ted Shepard, city planner, said a council work session is set for May 11 to talk about the city's Gateway Amendment, which would govern how the Riverwalk East property may be rezoned from its current "T," or Transition, zoning where no development is allowed to another designation.

"The essential question is how urban do you want this development to be," Shepard said.

#### Development plans uncertain

A drainage easement across the entire Riverwalk property will allow flood waters to drain through the property and result in a 15-foot-deep channel running through the northern portion.

Shepard said the city doesn't yet know what kind of development will be proposed for the northern section of

Riverwalk other than the ice facility. "I think one thing they envision is office, retail, maybe some lodging and multi-family housing," he said.

"I expect there will be some development that's a little more urban than any contemplated in the early 1990s," Shepard said. "We're (the city) going to have water storage, open space and an interchange with a water feature — that's cool."

Whatever it is, the development will ultimately be more modest than that originally envisioned by Stoner, who had proposed a lavish mixed-use project surrounding the area's existing water features in 2008. But that concept foundered on floodplain obstacles and financial difficulties.

Last summer, Stoner reached an agreement with the city to sell the same southern 128 acres of Riverwalk for \$5.8 million but with a stipulation to expand the gravel pit on the south side into a 2,000-acre-foot storage facility. However, that agreement fell through in the fall when Stoner terminated it after realizing he could not meet time constraints set forth by the city.

Stoner has declined to comment on his sale of Riverwalk until the deal is finalized with Turnkey. But he did say he was pleased that the city had agreed in principle to buy the southern portion from Riverwalk Fort Collins.

"I'm pleased the city made the decision it made," he said following the council's Feb. 16 vote. "I think it's a victory for everybody. We look forward to moving forward with the city and Russ Hackstaff and his team to turn the vision into reality."

## PRAIRIE, from 5

obstacle" for the project as it's now designed. "His difficulty is to find a utility backup for when the sun doesn't shine," he said.

Susan Perkins, an attorney representing Prairie Star, said that's still being determined. "It's not clear who would provide that," she said. "But this could provide Xcel with a remarkable opportunity to provide energy-balancing service to a net-zero community. This would be a lovely way for them to partner with Prairie Star and Berthoud to create a real community of the future."

Perkins cites state law that she says supports the concept of creating a municipal utility district, which has been done in other states but has virtually no track record in Colorado.

"The city (Berthoud) would need to be a strong ally and supporter, but the city wouldn't be at any financial risk at all," she said.

Hart said Berthoud is willing to try to make the project happen. "Right now, Berthoud welcomes any kind of commercial or retail activity. We missed the boat on the last economic boom, and now we're trying to get ready and say we're development friendly."

Sarbaugh said Berthoud's small-town charm, friendly people, gorgeous mountain views and location midway between Boulder and Fort Collins make it a perfect site for Prairie Star.

"We think it's a sleeping gem that's about ready to blossom," he said. "We're excited to be in Berthoud."

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# Largest Agribusinesses

## Ranked by local employees



RANK	PREV RANK	COMPANY ADDRESS OFFICE PHONE	EMPLOYEES 2010 EMPLOYEES 2009	PRIMARY CUSTOMERS	SALES VOLUME 2009 SALES VOLUME 2008	PRODUCTS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	2	<b>GRANT FAMILY FARMS INC.</b> 1020 W. Larimer County Road 72 Wellington 80549 970-568-7654	350 360	Produce: Grocery supermarkets, specialty markets. Nursery Stock: Homeowners & landscape contractors.	\$9,000,000 \$7,700,000	Certified organic fresh-market vegetables, onions, winter squash, corn, wheat, and dry beans. Operate the region's largest Community Supported Agricultural (CSA) program that connects you to your farmer and brings local, in-season, organic food to your community. Nursery stock: trees and shrubs. Certified Organic Colorado Dept. of Agriculture. Tri Sulom Kosher.	info@grantfarms.com www.grantfarms.com	Andy Grant Lew O. Grant President Founder 1974
2	1	<b>CROP PRODUCTION SERVICES</b> P.O. Box 1286 Greeley, CO 80634 970-356-4400	340 300	Retailers of crop production inputs and growers.	\$6,200,000,000 \$7,100,000,000	Agricultural crop-protection chemicals, adjuvant, plant nutrition products, seed, seed treatments, inoculates, fertilizer.	N/A www.cropproductionservices.com	Richard Gearheard 1978
3	5	<b>AGLAND INC.</b> P.O. Box 338 Eaton, CO 80615 970-454-4000	185 185	Farmers, ranchers and general public.	\$202,000,000 \$193,500,000	Fertilizer, chemicals, seed, petroleum, car-care centers, lubricants, convenience stores, country store, retread tire facility, inputs, feed and feed manufacturing.	N/A www.aglandinc.com	Mitch Anderson CEO, General manager 1905
4	7	<b>AMERICAN PRIDE CO-OP</b> 55 W. Bromley Lane Brighton, CO 80601 303-659-1230	100 101	Petroleum, propane, agronomy & horticulture, feed, seed, and retail.	\$45,434,334 \$69,897,202	Farm supplies, lawn and garden products, bulk & bagged fertilizer, ag chemicals, petroleum, propane, feed, animal health, seed, Ace Hardware, and convenience store.	N/A www.americanpridecoop.com	Gary Morrison Keith Alquist President & CEO CFO 1936
5	8	<b>HARSH INTERNATIONAL INC.</b> 600 Oak Ave. Eaton 80615 970-454-2291	96 105	Agricultural and truck equipment.	\$20,000,000 N/A	Cattle-feed mixers, hydraulic dumping equipment, contract laser and water-jet cutting and environmental solutions.	harsh@harshenviro.com www.harshenviro.com	Robert E. Brown President 1948
6	NR	<b>W-W LIVESTOCK SYSTEMS</b> P.O. Box 750 Berthoud, CO 80513 970-532-2506	90 90	Fairgrounds, universities, zoos, farmers and ranchers.	\$11,000,000 \$15,500,000	Cattle-handling equipment, horse stalls, barns and all types of livestock equipment.	mikedick@aol.com www.wmanufacturing.com	Mike Dick CFO 1946
7	9	<b>MORNING FRESH FARMS INC.</b> 15121 Weld County Road 32 Platteville, CO 80651 970-785-2889	90 90	Grocery chain and food-service distributors.	N/A N/A	Fresh eggs, featuring Egland's Best Premium Eggs.	rthorpe@morningfresh.com www.morningfresh.com	Derek Yancey President 1979
8	12	<b>OBBERMEYER HYDRO INC.</b> P.O. Box 668 Wellington, CO 80549 970-568-9844	42 57	Municipalities, builders, irrigation companies, and environmental companies.	N/A N/A	Large scale water-control gates for water storage, flood control, river diversion, environmental flow release, irrigation and hydro-power.	hydro@obermeyerhydro.com www.obermeyerhydro.com	Henry Obermeyer President 1987
9	15	<b>DAIRY SPECIALISTS LLC</b> 3309 Empire St. Evans, CO 80620 970-330-1870	41 41	Dairy farms and producers with agriculture waste-management needs.	\$10,000,000 \$13,100,000	Equipment, services and supplies for dairies, feed yards and waste-management systems.	bbrown@dairyspecialists.com www.dairyspecialists.com	Randy Sorensen CEO 1991
10	20	<b>INNOVATIVE FOODS LLC</b> Evans, CO 80620 970-330-8400	20 14	Custom processing, retail & wholesale.	N/A N/A	USDA slaughter and processing of beef, pork, lambs, goats, and buffalo.	IFOODS@what-wire.com N/A	Dave & Tami Ellicott Owners 2007
11	17	<b>G &amp; M IMPLEMENT INC.</b> 1717 Second Ave. Greeley, CO 80631 970-378-1202	19 19	Farm and ranch hay producers.	\$8,400,000 \$8,880,000	Sales and repair of farm equipment.	gmimplement@aol.com www.gmimplement.com	Glenn Pfeif Owner 2002
12	18	<b>BURROWS ENTERPRISES INC.</b> 2024 E. Eighth St. Greeley, CO 80631 970-353-3769	17 19	Farm equipment dealers worldwide.	N/A \$3,960,000	Roto-Grind tub grinder, Roto-Grind grain grinders, custom fabrication and machining, livestock feeding equipment.	royal@rotogrind.com www.rotogrind.com	Royal Burrows President 1977

Region surveyed is Brighton, Larimer and Weld counties.  
N/A-Not available  
N/R-not previously ranked

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# Largest Agricultural Equipment Companies

## Ranked by number of employees



RANK	PREV RANK	COMPANY ADDRESS OFFICE PHONE/OFFICE FAX	EMPLOYEES 2010 EMPLOYEES 2009	REVENUES 2009 REVENUES 2008	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	1	<b>HARSH INTERNATIONAL INC.</b> 600 Oak Ave. Eaton, CO 80615 970-454-2291/970-454-3491	96 105	\$20,000,000 N/A	Cattle-feed mixers, hydraulic dumping equipment, contract laser and water-jet cutting and environmental solutions.	harsh@harshenviro.com www.harshenviro.com	Robert E. Brown, President 1948
2	NR	<b>W-W LIVESTOCK SYSTEMS</b> 235 Welch St. Berthoud, CO 80513 970-532-2506/970-532-5863	90 90	\$11,000,000 \$15,500,000	Cattle-handling equipment, horse stalls, barns and all types of livestock equipment.	mikedick@aol.com www.wmanufacturing.com	Mike Dick, CFO 1946
3	3	<b>BIG R OF GREELEY INC.</b> 310 Eighth St. Greeley, CO 80631 970-352-0544/970-356-2054	64 75	N/A N/A	Farm, ranch, home supplies; automotive, tack, feed, plumbing/electrical; guns/ammo; paint; oil/grease; tire service center.	bigr@bigrofgreeley.com www.bigrofgreeley.com	Rocky Francis, Owner 1960
4	5	<b>NOFFSINGER MANUFACTURING CO.</b> 500 Sixth Ave. Greeley, CO 80631 970-352-0463/970-352-3017	50 50	N/A N/A	Chain conveyors and parts for farm equipment.	noffsinger@noffsingermfg.com www.noffsingermfg.com	Matt Napier, General manager 1924
5	4	<b>OBBERMEYER HYDRO INC.</b> 303 W. Larimer County Road 74 Wellington, CO 80549 970-568-9844/970-568-9845	42 35	\$6,497,789 \$10,832,551	Large scale water-control gates for water storage, flood control, river diversion, environmental flow release, irrigation and hydro-power.	hydro@obermeyerhydro.com www.obermeyerhydro.com	Henry Obermeyer, President 1987
6	8	<b>DAIRY SPECIALISTS LLC</b> 3309 Empire St. Evans, CO 80620 970-330-1870/970-330-1872	41 41	\$10,000,000 \$13,100,000	Equipment, services and supplies for dairies, feed yards and waste-management systems.	bbrown@dairyspecialists.com www.dairyspecialists.com	Randy Sorensen, CEO 1991
7	7	<b>COLORADO EQUIPMENT LLC</b> 240 Fifth St. Greeley, CO 80631 970-356-3666/970-356-8447	39 61	N/A N/A	Retail farm equipment, lawn and garden equipment, skidsteer loaders, construction equipment, generators and snow blowers.	dlowe@coloradoequipment.net www.coloradoequipment.net	Daniel Lowe Mike Meth, General manager N/A
8	NR	<b>G &amp; M IMPLEMENT INC.</b> 1717 Second Ave. Greeley, CO 80631 970-378-1202/970-378-1396	19 19	\$84,000,000 \$88,000,000	Sales and repair of farm equipment.	gnmimplement@aol.com www.gnmimplement.com	Glenn Pfeif, Owner 2002
9	NR	<b>BEST RENTAL</b> 1540 Riverside Fort Collins, CO 80521 970-282-0700/970-282-0607	12 11	N/A N/A	Backhoes and tractors, trenchers and pipe pullers, lift equipment, skid loaders, etc.	dan@bestrentalinc.com www.bestrentalinc.com	Dan N. Klema, Manager 1982
10	NR	<b>COLORADO TRACTOR CORP.</b> 3573 E. State Highway 56 Berthoud, CO 80513 970-344-2500/970-344-2504	11 10	N/A N/A	John Deere, Cub Cadet, Branson, tractors and equipment.	webmaster@coloradotractor.com www.coloradotractor.com	Tim Brown John Brown, President 1988
11	NR	<b>GROFF AG</b> P.O. Box 990 Wellington, CO 80549 877-568-9816/970-568-3684	7 5	\$2,200,000 N/A	Minimum-till and no-till planter attachments.	winickfarms@cowisp.net www.groffag.com	Allan E. Winick, President 1992
12	NR	<b>MAX-AIR TRAILER SALES</b> 1908 S.E. Frontage Road Fort Collins, CO 80525 970-484-0557/970-484-9569	7 7	N/A N/A	Sales, service, and parts for open and enclosed utility trailers, horse and livestock trailers, mobile command and specialty trailers.	shawns@max-airtrailers.com www.max-airtrailers.com	Shawn E. Stoor, Division Sales Manager J C VanCleave, Division manager 1969
13	NR	<b>BILL'S VOLUME SALES WEST</b> 1201 Hope Ave. Pierce, CO 80650 970-834-1120/970-834-1124	5 4	N/A N/A	Roto-Mix feed mixers, spreaders, compost mixers, industrial mixers and scale systems. Complete service on all makes and models.	bvswest@slbbi.com www.billsvolume.com	Todd Stephens, Sales Manager Tim Janecsek, Location manager 1963

Region surveyed is Brighton, Larimer and Weld counties.  
NR-Not previously ranked.  
N/A-Not Available

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## E-BIKE, from 3

tric-bike manufacturers, Kerson is ready to take the next step and open the first of what could turn into a franchise of electric-bike dealerships.

According to Kerson, 24 million electric bikes are on the road today and one out of every seven bikes produced is electric. At a 2009 bicycle trade show in Cologne, Germany, he said e-bikes took over half of the available floor space.

In fact, it was at a bike trade show 10 years earlier where Kerson saw a recumbent bike, then saw an electric bike, and got the idea to put the two together. The trike he designed is an electric-human-hybrid, which integrates a pedal-driven drivetrain with an electric motor powered by onboard batteries.

To maintain its classification as a bike rather than a motorized vehicle, the trike is limited to a one-horsepower motor and cannot exceed 20 miles per hour while running on battery power. Under those conditions the trike has a range of about 40 miles.

The price tag on RunAbout Cycles ranges between \$3,000 and \$6,000.

### Bike shop competition

Two things Fort Collins does not lack are breweries and bike shops, but competition is not a concern for Kerson. The location he is scoping out on Linden Street is just a few doors down from The Cycologist LLC bike shop. Three blocks from there is Full Cycle, and Lee's Cyclery is within a mile. Proximity to other bike shops just seems to be the bike-shop way.

Case in point, Full Cycle recently announced it is relocating from Old Town to the same shopping center as Whole Foods on South College Avenue. The move is not to get away from competition — across the parking lot from the new Full Cycle location is Spring Creek Recumbent Bicycles, and a half-mile to the south is a Performance bike shop. Keeping your competition close can't be too bad for business since each shop has been in its current location for at least two years.

Kerson's new store is yet unnamed as of now. He wants to stick with the RunAbout Cycles name, but the new store could go with a name that incorporates something about electric bikes for awareness and to increase referrals from Internet searches.

Regardless of the name, Kerson said it will follow a traditional bike store model, complete with a showroom and repair shop. The franchise model he has worked out will feature six electric bike makers and offer conversion kits from three manufacturers.

Kerson has been in talks with and received interest from e-bike makers Currie Technologies from Chatsworth, Calif.; eZeebike USA Inc., Rancho Palos Verde, Calif.; Optibike LLC, Boulder; and Aerobic Cruisers, Cordova, Tenn.

Aside from the zippy, electrified bikes in the showroom, Kerson is confident that the repair shop will set the store apart. "It's how we're going to differentiate our stores, by helping people diagnose problems."

Electric-human-hybrid bikes still use the same drivetrain mechanics of pedal bikes, such as chain and gears, but also have the added complexity of batteries, motors, speed controllers, charging systems and throttles.

A few area bike shops have already referred customers with e-bike prob-

lems to Kerson, and the need for e-bike repair shops will certainly increase — Electric Bikes World Reports expects U.S. electric bike sales to hit 300,000 in 2010. With about 70 million baby boomers about to hit retirement age, Kerson does envision future franchise locations in sun-belt communities near retirement communities, but he does not want to cater to baby boomers solely.

"(These bikes are) not just for grannies and people with disabilities," he is quick to point out.

The three employees Kerson expects to hire will need regular bike maintenance experience and some advanced experience in electronics to run the diagnostic equipment and repair any problems. That is another reason Kerson is glad to have picked Fort Collins. "Good spot to pull human resources," he said.



Noah Guillaume, Northern Colorado Business Report

**PEDALING ART** — Attendees check out the locally handcrafted bikes at the Fort Collins Art Lab Feb. 20. The bikes will be on display again Feb. 26, 6 to 9 p.m.; and Feb. 27, noon to 6 p.m. If you have an open storefront in the Old Town area and would like to get more information on hosting the next Art Lab location contact Dawn Putney at Toolbox Creative.

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# COMMENTARY

Northern Colorado  
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EDITORIAL

## Vaad's budget audit bill on the right track

That's more like it.

Amid the posturing, accusations and partisan attacks flying across the aisles at the statehouse, Weld County Rep. Glenn Vaad, R-Mead, has introduced a bill that not only reeks of common sense, but also, if enacted, might actually help balance Colorado's budget.

House Bill 1176 would authorize a recovery audit on all state government agencies spending more than \$25 million per year on outside vendors. The audit would be performed by an independent firm compensated with a percentage of any overpayments it uncovered and collected.

The bill specifies that the purpose of the audit is to recover payments made in error or over the amount actually owed, not in line with a purchasing agreement, or to someone not eligible to receive the payment. It would be conducted through the Office of Planning and Budget, separate from the annual financial and performance audits of all departments conducted by the state auditor.

We think this is a giant step toward potentially saving Colorado taxpayers millions of dollars while increasing government efficiency and accountability. A self-funding audit would not add to the state's expenditures and could actually decrease them, as in 14 other states.

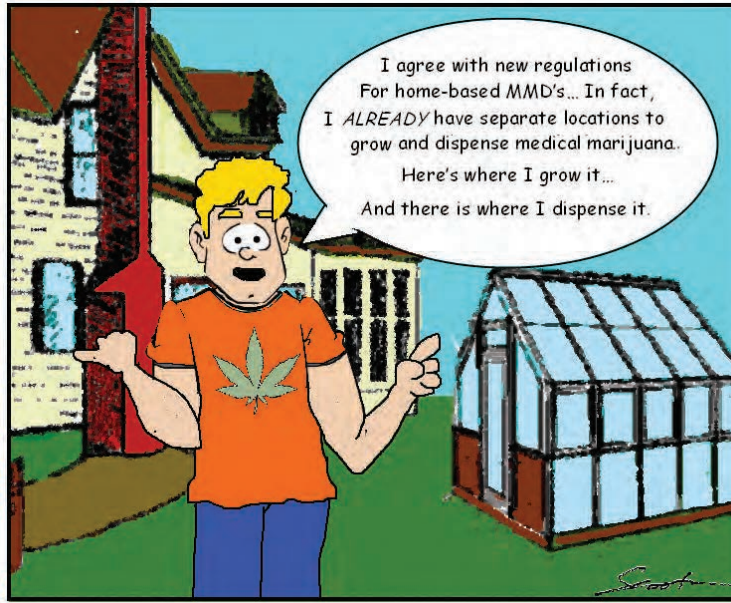
We do have a few concerns that, if lawmakers can abandon their political food fight long enough to put some thought into crafting legislation, should be addressed before HB1176 becomes law:

- Rather than the open-ended contract implied in the bill, the work of the independent auditor should be reviewed after three to five years by the state auditor, who could recommend putting the contract up for rebid or discontinuing it.

- The audit firm must include an analysis of any systemic problems it identifies as leading to improper payments in its required reports to the Legislature, state auditor and the governor.

Nobody looks forward to being audited, and the incentive certainly exists for the independent auditor to be aggressive in recovering as much as it can. But for such an audit to be effective in ending inappropriate payments, it must include vendors as well as state workers. If fraud is discovered on either end of the transaction, it should be prosecuted. However, both employees and suppliers will be more forthcoming without the threat of punishment for good-faith mistakes — or working within a dysfunctional system.

Then it would be up to our elected officials to create a more efficient system for the future.



## U.S. should take ethanol seriously to create jobs

America's unemployment is running more than 10 percent. And yet we have a national energy policy that continues to send our hard-earned money overseas for foreign oil. This country imports as much as 12 million barrels of oil a day from overseas. That's a huge subsidy of foreign economies when we badly need the money here at home to create U.S. jobs and stimulate our own economy.

We have an alternative, and it is available today, not some far off time in the future. The United States needs to start taking ethanol seriously. While our ethanol industry often comes under fire for government tax subsidies and mandates, the petroleum industry receives more than double the government subsidies compared to ethanol. These subsidies to the petroleum industry do not even include the cost of our military operations in the Middle East, which are there primarily to secure our oil supply interests.



**GUEST COLUMN**

Dan Sanders Jr.

Ethanol is cleaner than gasoline, and because we can produce it from crops, it won't run out. Oil is a finite resource. One day that will run out. And in the meantime it will be harder to extract, more expensive, and dirtier for our air and water.

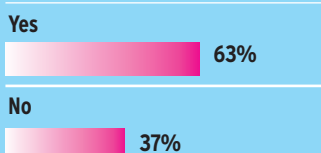
Ethanol is an advanced fuel. It has far fewer emissions than gasoline, and it's sustainable and renewable. Finally, we can create jobs here in the United States, good jobs that cannot be outsourced. What other industry is going to create jobs for our educated young people to stay in rural areas, close to their homes and families? I'm talking about agricultural science and industrial, mechanical and chemical engineering jobs.

I know that by simply moving from E10 to E15 we can create more than 136,000 new jobs here in the United States. We should immediately begin to blend E15, and manufacture even more Flex Fuel cars and trucks to run on mid-level blends.

Ethanol can help our environment, it can reduce our dependence on foreign oil, stimulate our economies, and it can create jobs.

*Dan Sanders Jr. is general manager of Front Range Energy LLC in Windsor.*

### NCBR poll watch | Will you use a professional tax preparer for this season?



These results reflect responses to the online poll at www.ncbr.com Feb. 8 through Feb. 22.

**Next question:**  
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# LETTERS TO THE EDITOR

## Midtown study starts with Foothills (NCBR, Feb. 12, 2010)

As a mall shopper, I would like to see Foothills Mall bring the outdoors in. Create a version of Old Town indoors. Instead of big glass, have smaller shop windows. A place to go when winter seems too long, but an upscale area where people can go on "a date." (Alcohol is probably an issue.) It would be great if the building would curve or wrap around an open area so you don't feel so closed in. If the weather is great you also feel like you are missing out.

Debi Routh  
Loveland

## Clean energy park moves into second phase (NCBR, Jan. 29, 2010)

Greeley is on the right track with encouraging the use of human and animal produced methane gas that is readily available in every sewer in America. Those plants could also gain power from solar over and around and on top of those sewer lagoons. Making use of what we create and have should be the emphasis for "green energy" by the environment religion. Let's not be hypocrites about it.

Dan Bossman  
Lander, Wyo.

## Foxtrot to connect with Denver (Business Report Daily, Sept. 25, 2009)

Thank god I can soon ride the bus from Denver through Boulder and

Longmont to Fort Collins. What a gaping hole we have had to live with in Front Range public transportation.

Dennis Weingardt  
Denver

## BLOG COMMENTS

*Editor's note: yes, we have blogs, and you can be part of the conversation at www.ncbr.com.*

## Dare to stand out (The Career Enthusiast, Carrie Pinsky)

What a fresh and interesting column — a real stand-out full of valuable, get-to-the-point advice! Thank you, Carrie Pinsky!

Karen Hart  
Fort Collins

## POLL COMMENTS

*Editor's note: Tell us what you really think by voting in our online poll then leaving detailed comments at www.ncbr.com.*

## Which sector should be spared cuts in the state budget? (Feb. 12, 2010)

New jobs created by the attraction of new industry and business to Colorado is the most important focus in my opinion. Secondly, small business support is critical to maintaining Main Street businesses in communities throughout Colorado!

Susan

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## A-B, from 1

ny was concerned that the existing plan didn't provide a proper buffer between its industrial and commercial uses and nearby residential zoning.

The next issue related to the Boxelder Drainage Basin, which is being addressed by the Boxelder Stormwater Authority.

The last issue relates to wastewater. In 1982 when the A-B land was annexed into the city, the company largely funded an expansion and modification of one of the city's wastewater treatment facilities. Freeman referred all questions on the issue to the company.

For its part, A-B InBev is being quiet about the specifics. Michael Taylor, vice president for the Busch Properties Inc. business unit, said in an e-mailed statement that the brewery's large land purchase more than 25 years ago gave the company discretion regarding the types of potential developments that could be built near the facility.

"Since then, the brewery has undergone expansions, and we have considered selling or leasing this extra land for some time," he said. "Now, we are pleased to be working with the city to identify potential future uses for this property, such as an industrial or commercial park, that will bring new businesses and employment opportunities to the area."

The e-mail added that specific details of the sale agreement will not be disclosed.

### Shedding assets

In the year since the merger, A-B InBev has unloaded a number of properties and other assets:

■ January 2009 — The company turned over the Bevo Mill building and windmill in south St. Louis to the city for consideration of \$1, according to the *St. Louis Business Journal*;

■ October 2009 — A-B InBev announced the sale of its entertainment businesses, including Sea World and Busch Gardens, to the New York-based Blackstone Group for up to \$2.7 billion;

■ August 2009 — The company detailed the execution of about \$280 million in small asset disposal, including Labatt USA and real estate and land assets in Western Europe and other "zones," in its second-quarter earnings announcement. For the first half of 2009, the company's "disposal program" included the sales of Tsingtao and the company's South Korean beer business, netting \$3.56 billion;

■ December 2009 — A-B InBev sold its central European operations to funds advised by CVC Capital Partners for \$2.2 billion and inked an agreement for the new owner to continue to brew its beers.

In the grand scale of A-B InBev's assets, the Fort Collins property is only a blip, but for the city the property represents the future of employment growth.

"It's very valuable long-term development area," Freeman said. "That's general ground we don't have now, at least not on a large scale. This is going to be an area we'll see significant employment opportunities in the future."

The update to the Mountain Vista Subarea Plan paved the way for additional industrial and commercial uses. The subarea contains about 5.5 square miles, bounded by Interstate 25 on the east, Richards Lake Road on the north, Lemay Avenue and Turnberry Road on the west and East Vine Drive on the

south. The A-B InBev property makes up about half of that area. Of the 1,130 acres owned by the company, around 200 acres are occupied by the brewery.

"With the update, we looked at reassessing the overall land use and street network," said Pete Wray, senior planner at the city. "They really wanted compatible uses for the brewery and future expansions."

The final plan update reduced the amount of residentially zoned land, and situated it farther from the brewery — about a mile versus half of a mile. Land zoned as employment increased from 530 acres to 661, and industrial uses increased from 309 acres to 457. It also maintained plans for a large community park, something previous company representatives did not support.

The city is currently in negotiations to purchase 80 acres for the park, which will sit largely on the A-B InBev property. The deal is likely to close this year. Wray counts the park deal as a sign that the company has shifted its views about its land holdings and the plan.

"This is really looking at the long-term growth for the Fort Collins area," he said.

### Market drives development

However, market conditions will drive development despite the city's best-laid plans. Steve Pfister, a broker at Marcus & Millichap, recalls that the original Mountain Vista plan was also touted as a plan for growth, which didn't happen.

"Market forces are far greater than any politicians' ability to legislate," Pfister said. "There are a lot of competing industrial sites in Northern Colorado."

He points out that while Fort Collins

might not have large industrial parcels for sale, surrounding communities do. Some of those, such as the Great Western Industrial Park in Windsor, might have a competitive advantage because of a more central location, proximity to the airports and possibly price, too.

General demand for land in Northern Colorado has been very low. Steve Kawulok, managing director at Sperry Van Ness/The Group Commercial, points out that there were only 38 land transactions in the region during 2009, and the average land sale was three acres. Right now, there are almost 1,000 parcels on the market.

"The demand has been virtually nonexistent," Kawulok said. "We have not found large-scale developers wanting to enter the market yet on industrial properties."

He added that if the city does purchase some of the A-B InBev property, that could spur purchases by helping set appraisals. Kawulok also points out that large industrial parcels will make the city more competitive in attracting and retaining businesses in the clean energy and bioscience industries. Both Abound Solar and GE Energy set up shop south of Larimer County due to an inability to find an appropriately large facility locally.

For Wray, the plan update represented more than just a minor tweak to rezoning. It was also about finding common ground with the area's largest landowner.

"I think the plan is much more successful in that we have buy in from Anheuser-Busch InBev. As a result, I think they're in a new and better position to look at marketing their property," he said. "That's a big change from the past."



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## INNOVATION, from 9

changes impacted your vision? What has been your response to change?

These times create incredible opportunity in every environment. While resources, jobs, and dollars may be limited, our creativity and ingenuity are unlimited. In order to take advantage of the opportunity, we need to assess how things are working today. What works well? What does not? What is missing or unknown? What needs improvement? This exercise creates a tension between where we are today and where we want to be in the future.

To make positive progress each of us must tell the truth, as we see it, about the current state of affairs. This is the first step in re-visioning your future. Having loyalty to the truth is a value that serves all kinds of purposes in our work and personal life. If you make a commitment to the benefits of revisiting your vision, you need to start by telling the truth to yourself.

As you think about your vision, consider some of the following topics: self-image, health, relationships, professional aspirations, approach to learning, and purpose. Pick one or two of these or other topics, and focus on your current state and your desired future. This assessment can produce fresh learning that could both inspire you and show the path to a new way of achieving your vision.

### Never too late to find vision

Maybe you have never really thought about a personal vision. It is never too late to find your vision and calibrate your actions to achieve it. When the

vision is clear to each of us, the day-to-day work has meaning. When each of us performs work that is meaningful, we are contributing to making the world a better place.

Carve out some time each day to reflect on what is happening, what is meaningful to you, and how you might create change to progress toward a more desirable future. The work we do today holds the seeds of our vision. We were attracted either consciously or unconsciously to some aspect of the work we do now. Can we improve and make a bigger contribution? Absolutely!

There are no limits to our ability to affect change in our lives and the lives of others. We have to create awareness inside ourselves first. Have the conversation with yourself in order to hold the tension between your personal vision and a clear picture of the current reality. Tension, by nature, seeks resolution, and the most natural resolution of this tension is for our current reality to move closer to what we want.

In "Alice in Wonderland," the Cheshire cat asked Alice, as she approached a fork in the road, "Where are you going?"

"I don't know," said Alice.

"Then any road will take you there," the cat replied.

Take the time to refine your personal vision and inspire yourself. The value of the exercise is not what the vision is; it is what the vision does. Make your vision work for you.

*Shirley Esterly is a master facilitator and systems thinker who works with clients to build sustainable business practices. She can be reached at sae@quantumwest.com.*



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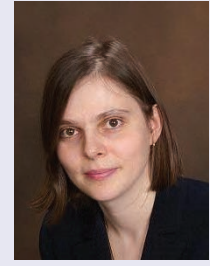
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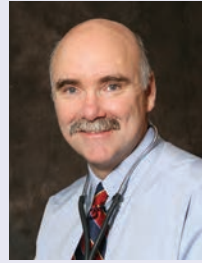
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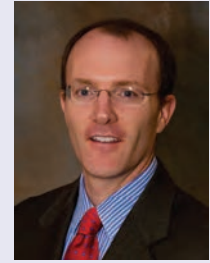


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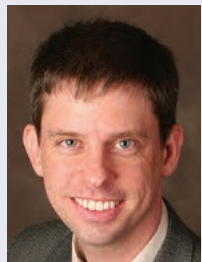
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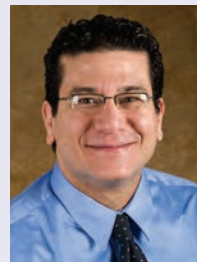
Arnold Pfahnl, MD



Gary Rath, MD



Ken Richards, MD



Ahmad Shihabi, MD



Gene Tullis, MD



Steve Zumbrun, MD

**We're right here with the right care for your heart everyday.** Having a healthy heart has such a tremendous impact on your ability to lead an active, fulfilling life. Isn't it comforting to know that the full-time cardiologists and other heart care professionals at the CardioVascular Institute of North Colorado can provide you with a wide range of treatments and procedures? Whether it's an immediate need, a planned procedure, or rehabilitation to get your heart back in shape, our highly-trained experts can provide you with the care you need including, but not limited to:

- Emergency assessment and treatment
- Diagnosis and treatment of heart conditions
- Heart failure clinic
- Cardiac catheterization, coronary angiogram, angioplasty and stent placement
- Advanced cardiovascular surgery
- Electrophysiology including pacemaker and defibrillator placement
- PAD (Peripheral Arterial Disease) diagnosis and treatment
- Vein screenings and treatment
- Thoracic and Vascular surgical procedures
- Ongoing follow-up care in our clinic

**Put your heart in the right place. Call 970-203-2400 for an appointment.**



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