

# Northern Colorado \$1 BUSINESS REPORT

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**SECTION B**

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“They're competing for the very same customers that these private telecom providers are.”  
Rep. Corey Gardner, R-YUMA

## Waste alleged in program to provide Internet access to rural Colorado



COURTESY OF EAGLE-NET

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

### *Building fiber networks where they already exist*

BY STEVE LYNN  
slynn@ncbr.com

A \$100.6 million federal grant awarded to EAGLE-Net Alliance as part of the economic stimulus has drawn fire from lawmakers who question whether it is wasting tax-

payer dollars to compete against companies that already sell high-speed broadband in rural areas.

“They're competing for the very same customers that these private telecom providers are,” Rep. Cory Gardner, R-Yuma, told the Business Report.

Republican lawmakers on the House Committee on Energy and Commerce, including Gardner, questioned officials about EAGLE-Net earlier this month in a hearing in Washington, D.C., on the wider \$7.2 billion broadband stimulus program.

► See **EAGLE-Net, 2A**

## Woodward move will up space on market

BY MOLLY ARMBRISTER  
marmbrister@ncbr.com

A move by Woodward Inc. into new headquarters will mean vacating up to 337,000 square feet of mostly light industrial space in Fort Collins and Loveland.

Just what to do with all of that space — nine buildings on 76 acres — is a question that the cities, economic development organizations, neighborhood groups and real estate brokers and their prospective tenants

► See **Woodward, 22A**

## Project on the Poudre draws fire

BY MOLLY ARMBRISTER  
marmbrister@ncbr.com

FORT COLLINS — The developer of a proposed office building and restaurant that would overlook the Poudre River is bracing for the possibility of a formal appeal from environmentalists.

The project, called Block One, faces an important administrative hearing March 12. If it clears that hurdle, it then needs City Council

► See **Block One, 19A**

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### CONTENTS

**Real estate**  
Assessing Stoner & Co.'s odds of pulling off Nine Bridges. .... 4A

**Technology**  
Monfort Entrepreneurial Challenge features a handful of tech firms ... 5A

Briefcase ..... 15A  
Calendar ..... 15A  
Careers ..... 13A  
Daily in Review ..... 6A  
For The Record ... 23A-29A  
Editor's Notebook ..... 30A  
Geek Chic ..... 12A

Guest Opinion ..... 30A  
Newsmaker Q&A ..... 11A  
On The Job ..... 17A  
Online Poll ..... 30A  
Selling ..... 11A  
Technology ..... 7A  
The Eye ..... 3A

### List

Bioscience Companies ..... 8A

**EAGLE-NET** from 1A

EAGLE-Net, which stands for Educational Access Gateway Learning Environment Network, is a quasi-government group that received its grant in the fall of 2010 as part of the Broadband Technology Opportunities Program, run by the National Telecommunications and Information Administration.

The program is aimed at expanding fiber-optic Internet service, the fastest connection, to more of the U.S. Only about 20 percent of American households have access to fiber-optic service compared with 86 percent in Japan and two-thirds in South Korea.

The questions about Broomfield-based EAGLE-Net focus not only on whether it is extending its fiber-optic network to the right places. According to government documents, EAGLE-Net has already used or committed \$96 million of its federal grant while reaching only about 55 of the more than 220 K-12 school districts, libraries, community colleges and other educational institutions that are supposed to be wired into its 4,600-mile network.

Northern Colorado Internet service providers are among those with concerns. EAGLE-Net has completed fiber installation in the Fort Collins, Loveland and Estes Park school districts, with plans to lay more fiber in the Greeley, Evans, Eaton and Windsor districts.

CenturyLink, among the state's largest telecom providers, has invested

"hundreds of millions of dollars" doing the same across the state, said Jim Campbell, vice president of regulatory and legislative affairs.

"The network they've built runs along the I-25, I-70 corridor: So, they've basically used taxpayer dollars to build a network where there's already three or four providers," Campbell said. "From our perspective, (it's) not the best use of taxpayer money."

Federal agencies suspended EAGLE-Net's construction activities in December following concerns that it was building in areas not covered in an environmental assessment it submitted to the government.

Most of the problems with EAGLE-Net have cropped up on Colorado's eastern plains, said Bill Wray of the Colorado Telecommunications Association, which represents 25 rural carriers.

"This is a major issue for our members because many of our members are basically facing the overbuild by EAGLE-Net," he said.

For example, EAGLE-Net has laid fiber optics in the area serviced by Nunn Telephone Co., which offers internet service in Carr and Nunn, located in northern Weld County. EAGLE-Net installed fiber-optic line along the interstate in Nunn Telephone's territory, but the area has no schools or libraries.

Gardner, whose district includes

Weld County, said he, too, has heard from several Internet service providers in Northern Colorado.

"They face significant pressure from EAGLE-Net," he said.

EAGLE-Net, he said, also has failed to install fiber in "truly un-served or underserved" rural mountain towns such as Silverton in southwest Colorado. Instead, small towns like Flagler that already had Internet now have EAGLE-Net, as well.

EAGLE-Net spokeswoman Gretchen Dirks responded to these concerns by pointing out that it's routing broadband Internet to a total of 223 Colorado facilities, but not homes or businesses.

The group also has reached out to Internet providers to explain its role and, it hopes, allay concerns.

In areas where EAGLE-Net has installed line where high-speed internet already exists, Dirks believes its fiber line still can offer benefits. For one, EAGLE-Net's line provides network redundancy, meaning its fiber can serve as a backup in rural areas with poor connections.

The group is working to get the government to lift its suspension by the end of the month so it can resume construction of new fiber line.

Republican lawmakers aren't the only ones who are concerned.

Democratic U.S. Sen. Michael Bennet wrote the heads of the National Telecommunications and Information

Administration and Rural Utilities Service last year.

"These broadband infrastructure expansion programs are critical factors for the economic growth of our state," Bennet said in his letter. "However, as these programs move into the final year, I continue to hear concerns from across the state that ... EAGLE-Net could potentially miss important opportunities to provide better coverage and service to our rural communities."

The main concerns were related to building infrastructure where it already exists, a problem also common in other states, he added.

Both Bennet and U.S. Sen. Mark Udall think EAGLE-Net should be able to continue its activities as access to broadband remains poor in rural Colorado. The state ranks 42nd in broadband connectivity, according to the National Telecommunications and Information Administration.

"EAGLE-Net's success is tied to that goal, so (Udall) does believe that they need to be part of a systemic solution to this problem," Udall spokesman Mike Saccone said. "That said, there are fair questions to be asked about some of the build-out choices that have been made."

Gardner said he might request a federal audit of EAGLE-Net.

"There are still many unanswered questions about waste and whether EAGLE-Net will ever be sustainable," he said.

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# UNC to open an incubator for startups

BY STEVE LYNN  
slynn@ncbr.com

GREELEY – The University of Northern Colorado plans to launch a business incubator aimed at mentoring startup owners — including students.

“Part of the mission of the business school is to help with economic development in the area,” said Don Gudmundson, dean of UNC’s Montfort College of Business. “To me, a business incubator can be an asset to economic development.”

The incubator also will serve the

business college’s core mission in teaching students about running a business, said Gudmundson, also a board member of the Rocky Mountain Innosphere in Fort Collins. The new incubator, he said, will give students a chance to apply knowledge they gain from the classroom.

The college is eyeing space inside a shopping center on 17th Street across from Kepner Hall, though it has not leased the space, for the incubator. The space would include office and meeting areas for tenants, though it would not include space for manufacturing or laboratory activities, Gud-

mundson said.

The university has advertised for an executive director of the incubator, drawing around 50 applicants nationwide, through March 1. It plans to launch the incubator this spring once it hires a leader.

The ad asked for more than 10 years experience with an incubator, small business development or successful business ownership, or all of the above. The position includes benefits and a salary that matches a candidate’s experience and qualification.

Students with plans to form a business, faculty and people who have

participated in the business college’s Entrepreneurial Challenge, an annual business plan contest, could qualify as tenants of the incubator. Serving an array of industries, the incubator would assist entrepreneurs throughout Northern Colorado, not just the Greeley area.

Along with incubator employees, businesses would get help from professors and students with everything from finance to marketing.

For a fee, startups and established businesses alike will get help. The university has developed a tenta-

► See **Incubator, 25A**

## Cheers? Newspaper inks deal with Odell

For its 140th anniversary, the Fort Collins Coloradoan is collaborating with Odell Brewing Co. to brew a signature beer, a white coffee pale ale.

Odell is Fort Collins second-largest brewer and has a history of brewing beer for local businesses, including the Town Pump and Silver Grill, and now, the newspaper formerly known as the Larimer County Express will also have its own beer, although it has yet to be named.

Some may wonder about a potential conflict of interest on the part of the newspaper, which reports about the Fort Collins beer industry fairly regularly.

An ethics expert at the Poynter Institute, one of the most respected organizations in journalism, said that as long as the paper stays equally

### NCBR EYE

true to other breweries, a conflict of interest can be mitigated.

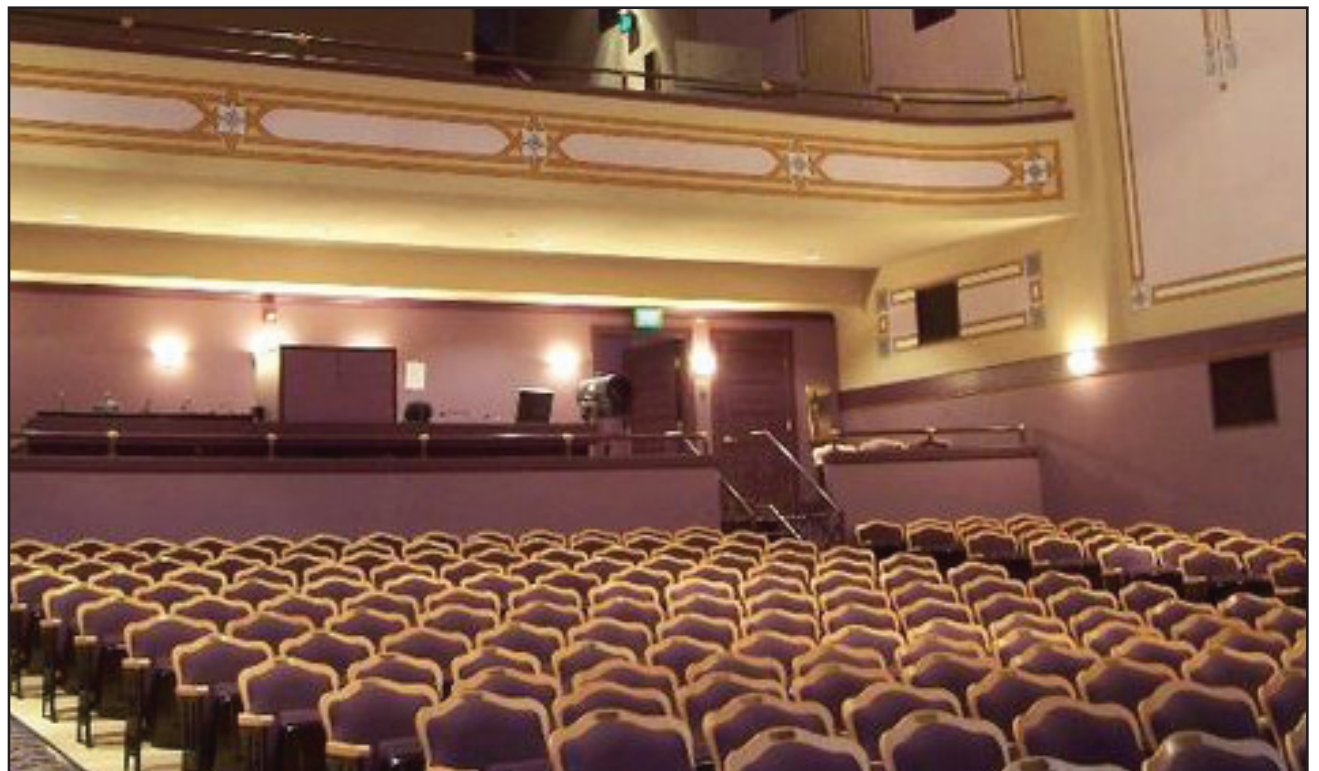
“It could spread the love around by making sure that the other breweries get decent stories over time,” the institute’s Kelly McBride said in an email. “If something comes up, it will have to assure (and reassure, every time it publishes a story) the staff internally and the public externally, that even though it had a relationship with the brewery, that it’s loyalties reside with the community and with the truth.”

That’s exactly what the paper plans to do, according to Executive Editor Josh Awtry.

“We think you can be closer to the community and still report on it,” Awtry said.

► See **Eye, 24A**

## Cooperative spirit



COURTESY RIALTO THEATER

The rehabbed Rialto Theater in Loveland, a now year-old public-private partnership that’s good for the entire region.

### The tangible results of collaboration

As a regional newspaper, the Northern Colorado Business Report often pushes in its editorials for greater regionalism and collaboration, specifically efforts that unify cities and counties when appropriate.

We push for increased regional efforts on the economic development front, on water issues, transportation and other aspects of Northern Colorado living that impact both counties in some way, something that several organizations, like Embrace Northern Colorado, are working toward.

During the most recent day-long session of Leadership Northern Colorado that I attended, the topic was governance, and so we had the opportunity to hear from five local city managers and five elected officials, all of whom touted the strides already being made toward

increased regional cooperation.

According to a document compiled by Loveland Mayor Cecil Gutierrez, “there seems to be a perception that there is little regional cooperation among governmental agencies.”



**LEADERSHIP  
NORTHERN  
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Molly Armbrister

Gutierrez and the other officials, including Fort Collins Mayor Karen Weitkunat and Greeley Mayor Tom Norton, worked to dispel that notion, listing projects that their respective governments have worked on with others in the region.

Gutierrez, true to his roots as a schoolteacher, even provided a handout on the subject.

The two-page paper listed a variety of organizations and ini-

tiatives relating to planning, law enforcement and water and power, all of which the City of Loveland is engaged in, according to Gutierrez.

Some of the efforts listed, such as the Northern Colorado Drug Task Force, involve entities in Larimer County alone. The drug task force is a cooperative effort involving Larimer County, Loveland, Fort Collins and CSU that is dedicated to investigating drug crimes in Larimer County.

But the list makes it very clear that municipalities in both Larimer and Weld are, in fact, working together toward common goals, at least to some degree.

For example, the Northern Colorado Economic Development Corp. is increasingly coordinating with its counterpart in Weld County, Upstate Colorado, on regional issues.

Another good example of this sort of activity can be seen at the Northern Colorado Regional

► See **Leadership, 19A**

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# Odds seem better for Nine Bridges

A poor economy and controversy have dogged Nine Bridges from the start, but perhaps this will be the year it finally moves forward, thanks to a tightening commercial real estate market.

A few years ago, when it was first proposed, it was hailed as a brilliant mixed-use plan. By some, anyway. Others scorned it, viewing the project as a threat to open space.

At the time, the project would have occupied less than half the number of acres its would-be developer, Jay Stoner, now envisions for the development, and it had a different name: Riverwalk.

The big selling point of the project has always been to create an area where residents can live, work and play all in the same place.

Initial discussions that began in the early part of 2008 included plans that showed a nearly 300-acre development at the southwest corner of Interstate 25 and Harmony Road.

In 2009, the Fort Collins City Council approved a proposal to purchase 128 acres of the land for \$5.8 million. That money would have allowed Stoner to move forward. But a tight timeline for expanding an existing reservoir on the property for city storage caused the deal to fall through.

In 2010, the city tried again to purchase the 128 acres, this time for \$4.425 million. The agreement would have required the city to pur-

chase the land from Turnkey Development, a Denver-based company that was at one point under contract to buy the entire 293-acre parcel on which Riverwalk was planned.

At the time, the director of the Fort Collins Natural Resources department told the Business Report that it was the city's hope to close on the deal by June of 2014, calling it a "first step in a larger process that will unfold over a couple of years."

By June of 2010, though, the deal was dead.

Turnkey sent a letter to the city informing officials that the purchase of the Riverwalk property would not be completed in time — not even to meet an extended deadline City Manager Darin Atteberry had set to give the company more time.

In the email, the company noted that "equity funding these days is really difficult to complete," which, as we all know, was as true a statement as any in the middle of 2010.

The company hoped for more time and, in its note, went on to express confidence that that deal would go through "in a few days or so."

It was not to be.

More than a year later, in November 2011, Stoner announced that he had partnered with another Denver company, this time a general contractor called Milender White Construction Co., and sent out invitations to Fort Collins residents to attend informational meeting about the reincarnated Riverwalk, now called Nine Bridges.

Just a couple of months later, though, Stoner filed for bankruptcy, in a move that he said would protect

► See **Real Estate, 24A**



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The Business Report will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Allen Greenberg at 970-232-3142, or email him at [agreenberg@ncbr.com](mailto:agreenberg@ncbr.com).

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# Tech companies vie in Monfort Challenge

*Editor's note: For coverage of the winners of the Monfort Entrepreneurial Challenge, go to [www.NCBBR.com](http://www.NCBBR.com).*

Technology plays a big role in the line-up at this year's Monfort Entrepreneurial Challenge, with companies that have come up with a better way to freeze cattle sperm, exercise using apps and grain-roasting for gluten-free beer.

The Entrepreneurial Challenge, held March 7 at UNC, pitted Membrane Protective Technologies, Grouse Malting and Roasting Co., WildGym LLC, The Urban Farm Co. and Vertikle/5280 Prosthetics against one another to develop the best business plan. The startups competed for \$50,000 in prize money.

Some of the tech highlights from the contest:

Membrane Protective Technologies created GameteGuard to address low pregnancy rates in cows, whose pregnancies are successful only around 20 percent of the time. Cows that aren't pregnant again a short time after they give birth means lower milk productivity and lost revenue.

CEO Jim Herickhoff and his daughter, Lisa Herickhoff, who

developed the technology along with Patrick Burns, own the company.

The problem starts with damage inflicted during the freezing and thawing of sperm. Dairy farmers use straws, which contain 15 million sperm apiece, to artificially inseminate cows.



## TECHNOLOGY

Steve Lynn

Bull stud farms annually sell around 40 million straws containing sperm in the United States. However, about half of it dies and a portion of what remains is damaged.

The Herickhoffs hope to enter that market with their company's plant-based technology, which it uses to keep cells alive inside those straws.

The technology "gets inside the sperm cell and protects it from freezing," Jim Herickhoff explained.

A small study shows that GameteGuard improved pregnancy rates by 30 percent at Buxman dairy farm near Greeley, he said.

Membrane Protective Technologies also hopes to also use its technology to breed horses, pigs, turkeys and beef cattle. It plans to sell its technology to bull stud farms after further testing.

## Apps and exercise

WildGym LLC, meanwhile, is developing mobile applications that people can use during workouts on its outdoor gym equipment.

At first, WildGym aims to develop an app that people can use to record their workout routine. It will also contain instructional videos. Once a person reaches a workout target, they will receive a discount at a retailer, which will generate marketing revenue.

People will enter their own workout information for now. The startup eventually wants to make a smarter app integrated with hardware that can track physical movements.

Co-founded by David Hunt and Dan Vinson, WildGym recently brought on a chief technology officer, Desmond Yap. The startup hopes to launch its exercise equipment in the cities of Fort Collins and Walnut Creek, Calif., in five parks this year.

The exercise equipment includes pull-up and dip bars, a rope climb

and others.

"They would be grouped together in a cluster, so you could move from one to the next extremely quickly to do that high-intensity interval training," Hunt said.

## Gluten-free grain

Twila Henley, owner of Grouse Malting and Roasting Co. in Nunn, is making malts that can be used in beer and tea as well as vinegar, cereal and frozen foods.

"Malt can be used for a whole host of products, not just beer," she said.

She has retrofitted equipment used in coffee, dairy and honey operations to process her gluten-free grains.

"We have a very impressive coffee roaster that we've modified," Henley said.

Henley has welded stainless steel parts into the machine so that she can roast the grains to darken them for brewing stouts and porters.

She hopes to sell her malts to gluten-free bakeries and brewers.

*Steve Lynn covers technology for the Northern Colorado Business Report. He can be reached at 970-232-3147, [slynn@ncbr.com](mailto:slynn@ncbr.com) or [twitter.com/SteveLynnNCBR](https://twitter.com/SteveLynnNCBR).*

## Ask the Expert: Hip Replacement

### *I need a total hip replacement but I'm concerned about the long healing time. Are there alternatives?*

There is a relatively new approach to total hip surgery called Anterior Total Hip Arthroplasty, available at North Colorado Medical Center.

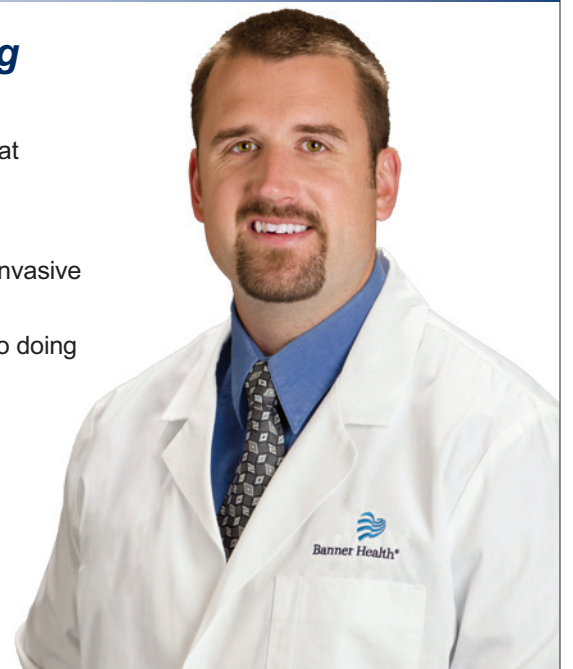
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# Sequester-stymied inspectors worry JBS

The following is a wrap-up of breaking local business stories published daily on the Northern Colorado Business Report's website. Sign up for our free Daily E-Newsletter, an all-local business news report sent to your email each weekday. Just click on "Register" at [www.ncbr.com](http://www.ncbr.com).

**GREELEY** — The prospect of federal meat inspector furloughs as a result of spending cuts tied to the sequester is creating concerns at JBS USA in Greeley.

Inspectors must work in the plant so that JBS can ship its products outside the state, Cameron Bruett, JBS head of sustainability and corporate



COURTESY USDA

## DAILY IN REVIEW

communications, said Feb. 28.

"They obviously play a critical role in securing the nation's food supply and safeguarding food safety," he said. "We sure wish the folks in Washington would get together and arrive at a solution."

The spending cuts known as the sequester likely would trigger a nationwide shutdown of meat and poultry plants, the U.S. Department of Agriculture said in a letter to Appropria-

tions Committee Chairwoman Barbara Mikulski, D-Maryland.

Meat inspector furloughs could lead to 15 days of lost production, costing more than \$10 billion in loss-

es, according to the letter. Industry workers would suffer \$400 million in lost wages, consumers would see higher meat prices and "food safety would be compromised."

## It takes two to brew: Construction underway

**FORT COLLINS** — Construction has begun at the downtown Fort Collins restaurant formerly called Beach House, set to re-open this spring as a joint venture between Breckenridge and Wynkoop breweries.

The restaurant is located at 125 S. College Ave. and Breckenridge-Wynkoop has said that the concept for the location "will address several



COURTESY CLIFFORDS PHOTOGRAPHY

needs and wants of the Fort Collins community; additionally, it will incorporate specific landmark events in Fort Collins' history."

Breckenridge-Wynkoop closed on the property on Feb. 8. The restaurant's name has not been released.

## 'Retain Woodward' tops chamber's annual to-do list

**FORT COLLINS** — The Fort Collins Area Chamber of Commerce has established its goals for 2013, with retaining Woodward Inc. listed as the No. 1 priority.

The chamber's plan of action also includes goals such as supporting the election of business-friendly city council members in

the April 2 municipal election and beginning an exploratory process to revise membership and funding models.

In February, the Fort Collins Planning and Zoning Board unanimously approved Woodward's plans for a new headquarters at the Link-N-Greens golf course in Fort Collins.

## Veteran banker resigns from capital-hungry Advantage

**LOVELAND** — Bud Noffsinger has resigned from the board of Advantage Bank.

Noffsinger joined the board of Advantage in November 2011 to help launch a capital campaign for the Loveland-based bank, which has been under a consent order from bank regulators since October 2009.

The consent order directed the bank to raise its capital ratios.

A veteran of the Northern Colorado banking industry, Noffsinger told the Business Report in 2011 that he would be investing his own

money in the bank, as well as putting together an offering for shareholders of the bank.

As of Dec. 31, Advantage's Tier 1 leverage capital ratio, an indicator of bank health used by regulators, was 4.39 percent, below the 5 percent deemed adequate, according to the Federal Deposit Insurance Corp.



NOFFSINGER

## Stryker ranks on billionaire list

Fort Collins philanthropist Pat Stryker was ranked No. 309 on the latest Forbes magazine list of U.S. billionaires, with a net worth estimated at \$1.6 billion.

Stryker and her siblings are heirs to

medical device and software company Stryker Corp., which sold about \$8.7 billion worth of replacement hips, operating tables and other equipment in 2012. The company was founded by Stryker's grandfather, Homer Stryker.



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## Three Greeley medical buildings sold for \$15M

**GREELEY** — Three buildings housing the Greeley Medical Clinic have been purchased for slightly more than \$15 million by a California-based real estate investment trust specializing in medical buildings.

The buildings, on about 6.5 acres at 1900 16th St., were owned by a group of physicians who staff the medical center. The group owned the

buildings under the name Concordia Co. of Greeley, according to Weld County public records.

American Healthcare Investors of Newport Beach, Calif., closed on the property on Feb. 28.

In total, the three buildings make up about 100,000 square feet, according to Craig Hau, one of three brokers from Sperry Van Ness who brokered the transaction.

# TECHNOLOGY

8A | Bioscience List



JONATHAN CASTNER

Dairy farmer Jerod Henrickson spends thousands of dollars a month inducing ovulation in his cows at the Bella Holsteins dairy in Platteville.

## Breeding software pregnant with promise

BY STEVE LYNN

slynn@ncbr.com

Technology is helping save dairy farmer Jerod Henrickson thousands of dollars a month. It promises to soon help him make money, too.

Henrickson runs Bella Holsteins, a dairy farm boasting 5,300 cattle in Platteville, and he uses DVM Systems technology to detect illnesses in his cows.

The newest offering from Greeley-based DVM — called TempTrack Plus — will help him determine when he can breed his cows. He believes DVM's technology can help him reduce the amount of money he spends on hormones — about \$8,000 a month — to induce ovulation in its



JONATHAN CASTNER

Jerod Henrickson, monitoring his cows using DVM Systems software.

cows.

"It's extreme right now," he said. "If

we can take that down to a minimal level and do everything naturally, I

think there's a huge cost advantage."

DVM, founded in 2009, bills itself as the first company to offer early automatic detection of ovulation in cows, a product that recently earned the company a spot on the 2013 World Ag Expo Top 10 New Products of the Year.

Its technology predicts ovulation 12 hours in advance, letting dairy farmers know the cow is ready to breed.

The system deploys the same technology the company uses to detect illnesses such as pneumonia, mastitis, metritis and others, often before a cow shows symptoms, according to DVM.

Called TempTrack, the technol-

► See **Dairy, 9A**

# BUSINESS REPORT LIST Largest Bioscience Companies

Ranked by number of local employees

RANK Prev. rank	Company	Employees 2013 Employees 2012	Products and services	Email Website Phone/office fax	Person in charge, Title Year founded
<b>1</b> 2012 Rank: 1	HACH CO. 5600 Lindbergh Drive Loveland, CO 80539	900 800	Water-analysis systems and hydro lab instruments.	umueller@hach.com www.hach.com 970-669-3050/970-669-2932	Lance Reisman, President 1947
<b>2</b> 2012 Rank: 2	TOLMAR INC. 701 Centre Ave. Fort Collins, CO 80526	405 380	Fully-integrated pharmaceutical company. Product development, clinical trial expertise and manufacturing.	www.tolmar.com 970-212-4500	Michael Duncan, CEO 2006
<b>3</b> 2012 Rank: 4	IN-SITU INC. 221 E. Lincoln Ave. Fort Collins, CO 80524	150 130	Manufacturer of environmental water monitoring instruments and aquaculture products and design services.	sales@in-situ.com www.in-situ.com 970-498-1500/970-498-1598	John Pawlikowski, CEO, President 1976
<b>4</b> 2012 Rank: 3	HESKA CORP. 3760 Rocky Mountain Ave. Loveland, CO 80538	110 110	Advanced veterinary diagnostic and other specialty veterinary products; diagnostic blood analyzers, point-of-care diagnostic tests, vaccines and other pharmaceuticals.	elisha.stewart@heska.com www.heska.com 970-493-7272/970-619-3005	Robert Burton Grieve, Ph.D., CEO 1988
<b>5</b> 2012 Rank: NR	CARGILL RESEARCH 2540 E. County Road 42 Fort Collins, CO 80525-9756	45 45	Testing laboratory commercial physical research. Research and development in biotechnology.	www.cargill.com 970-482-8818/970-482-3870	Lorin DE Bonte, Vice president
<b>6</b> 2012 Rank: 5	SOLIX BIOSYSTEMS 500 E. Vine Drive Fort Collins, CO 80524-2375	40 40	Integrated solutions and services that enable large-scale cultivation of algae.	inquiries@solixbiosystems.com www.solixbiosystems.com 970-692-5600	Joel Butler, CEO 2006
<b>7</b> 2012 Rank: NR	STA LABORATORIES INC. 1821 Vista View Drive Longmont, CO 80504	25 N/A	Independent quality and diagnostic testing of seed and other agricultural products.	info@stalabs.com www.stalabs.com 303-651-6417/303-772-4003	Darrell A. Maddox, President 1987
<b>7</b> 2012 Rank: 6	INVIRAGEN INC. 1613 Prospect Parkway, Suite 100 Fort Collins, CO 80525	25 33	Vaccines for emerging infectious diseases worldwide. The company is working to develop vaccines for dengue fever, hand, foot and mouth disease, Japanese encephalitis, chikungunya and plague.	info@inviragen.com www.inviragen.com 970-672-4918/970-372-0693	Dan T. Stinchcomb, CEO 2005
<b>9</b> 2012 Rank: 7	PUREVISION TECHNOLOGY 511 McKinley Ave. Fort Lupton, CO 80621	16 15	Develop bio-refineries that produce fermentable sugars from diverse bio-materials which can be used to produce biofuels and other consumer products.	info@purevisiontechnology.com www.purevisiontechnology.com 303-857-4530	Ed Lehrburger, President and CEO 1992
<b>10</b> 2012 Rank: NR	CARE RESEARCH LLC P.O. Box 272577 Fort Collins, CO 80527	13 13	Preclinical contract research; protocol development and regulatory guidance; multispecies pharmacokinetics and toxicokinetics; toxicology, feed, nutrition and range finding studies.	rbawa@careresearchllc.com www.careresearchllc.com 970-493-2660 /970-493-8834	Rajan Bawa, CEO, CTO Beena Bawa, CFO 2010
<b>10</b> 2012 Rank: 8	PROPEL LABS 131 E. Lincoln Ave., Suite 200 Fort Collins, CO 80524	13 13	Bio-instrumentation tools.	info@propel-labs.com www.propel-labs.com 970-295-4570/970-372-5664	Tidhar Sadeh, President and CEO 2006
<b>12</b> 2012 Rank: NR	BIOBUBBLE INC. 1411 E. Magnolia St. Fort Collins, CO 80524	12 12	Softwall clean and containment enclosures, HEPA air systems and consulting services for biotechnology and life-sciences facilities.	sales@biobubble.com www.biobubble.com 970-224-4262/970-224-2419	Chuck Spengler, Director of research and development 1985

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

N/A-Not Available.

NR-Not Previously Ranked.

Researched by Mariah Gant

Source: Business Report Survey



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**DAIRY** from 7A

ogy involves placing a wireless, temperature-sensing, battery-free radio frequency identification microchip in a small capsule.

A cow swallows the capsule, which stays in the reticulum, a compartment in the cow's stomach, for five to seven years. The capsule, called a bolus, transmits data on the animal that dairy owners can then analyze.

The product takes a cow's temperature 24 times daily. It sends an alert notifying dairy farmers of ovulation and signs of disease and an alert six to 12 hours before a cow will deliver a calf.



Wild

Farmers can discern when a cow is ovulating by its behavior, though that isn't the best indicator, said Kevin Wild, DVM Systems CEO. They also can use blood tests or ultrasounds, but that takes time and labor.

"They're expensive to do, and they're not automatic," Wild said.

Cows produce milk only after they bear a calf. About two to three months later, farmers typically try to breed the cow again to enhance productivity. If farmers miss a breeding cycle, the cow will produce less milk or miss days of production.

Dairy cows generally can continue this process for three or four years, until farmers sell them for beef.

Using DVM Systems technology, a farmer can do a better job of making sure their cows are breeding.

Farmers typically see only a 22-percent success rate in breeding their cows, said Scott Asnicar, the company's vice president of business development. DVM Systems' technology can increase that rate by 2 to 3 percent.

That may not sound like much, but consider what DVM Systems says its technology has done for one Canadian dairy operator. Using TempTrack Plus, the farmer got his cows to produce seven to 10 pounds more milk per cow per day.

Its illness detection product, meanwhile, has helped another dairy farmer reduce cow deaths by 27 percent. That farmer, who has 1,350 cows, saves \$32,400 annually based on a \$1,200 cost of replacing each cow.

"Everyone is tired of spending so much money on drugs for illness, as well as drugs for breeding," Wild said. "We believe that you can realize a significant reduction in drugs over time."

Henrickson, for one, uses the technology to check his cows from his computer in the morning. He has boluses, the device that sits in the cow's stomach, in 400 cows and has found illness in two or three cows daily.

The system costs just 8 cents per cow daily, Wild said. That's about \$50,000 a year for a dairy farm with

700 cows, including software, receivers and a base station.

SmartStock in Pawnee, Okla., makes the boluses, which cost \$50 apiece. The technology has existed in one form or another for years, but researchers at five North American universities, including CSU, have been working to enhance its reliability and data analysis capabilities.

Jack Whittier, professor and extension beef specialist at CSU, has worked with DVM Systems on its technology, which he believes will increase cow pregnancy rates.

"One of the challenges in dairy herds in the last 15, 20 years has been getting calves re-bred after

“Everyone is tired of spending so much money on drugs for illness, as well as drugs for breeding. We believe that you can realize a significant reduction in drugs over time.”

Kevin Wild  
CEO  
DVM SYSTEMS

calving," he said. "Anything we can

do to improve that, I think has a lot of advantages."

The company has sold its systems in Northern Colorado, but recently has focused on marketing its products overseas, from Canada to Taiwan, as the U.S. dairy industry struggles with high feed costs and drought.

In the future, the company plans to make different kinds of boluses for other kinds of livestock, including goats and sheep.

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



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► **Calendar, Page 15A**

# An influence on job-creation

BY MAGGIE SHAFER  
[mshafer@ncbr.com](mailto:mshafer@ncbr.com)

In light of a slow economic recovery and an unemployment rate with room to improve, the Fort Collins Chamber of Commerce has decided to kick things into high gear. John Carroll, president of Ed Carroll Motor Co. and longtime Fort Collins resident, was selected as chairman of the board of directors for the chamber for 2013. As a local business owner at the top of one of the area's most influential business organizations, we asked what the city has to gain from having Carroll in the driver's seat.

**Question: How will your experience and business acumen as a car-dealership owner help you in your role as the chamber chairman?**

**Answer:** I'm just a local small business owner who is volunteering to help with the oversight of a very important community asset: the Fort Collins Area Chamber.

**Q: As a local business owner (particularly of a business with tax revenue as substantial as your dealership) and chairman of the chamber, there could be the temptation to use your influence to promote policies and decisions that benefit business interests vs. the good of the wider community. How will you remain objective in your decision-making?**

**A:** As a chamber, we do represent the interests of our 1,000-plus members. These member businesses range from having a single employee to being large, multi-national companies. First and foremost, the chamber is here to support a business climate that creates jobs in the Fort Collins area. By supporting jobs, we are supporting the entire community.

**Q: Does the chamber have any new policies/plans in the works for dealing with businesses that produce/sell marijuana?**

**A:** We are seeking clarification



COURTESY JOHN CARROLL

for our membership on the conflict between the federal and state laws. Our membership is looking for answers primarily in how to handle employment situations.

## NEWSMAKER Q&A

**Q: Chamber CEO David May said that you are strategic, and that you understand what the chamber is trying to accomplish in the long-term to influence the economic direction of the community and region. What exactly is the chamber trying to accomplish long term?**

**A:** The chamber is launching Fort-CollinsWorks.com in just a few months. Fort Collins Works will lay out our jobs agenda, which is a primary piece of our strategic plan. It's too detailed to go into here, but it's a roadmap for elected officials, city staff, the business community and the public at large. This plan will show how these groups can come together to continue to move our local economy forward. Let me give you an example that's been well covered in the press recently: Woodward. A critical part of our local economy are these

base, or primary, employers. Woodward is a net exporter of goods and services. That means that Woodward exports virtually all of their products and services outside Northern Colorado and brings back in fresh capital. There is a lot of competition for these base employers out there. It is very important for all of us – the city, the business community and the public at large – to retain this Woodward expansion right here in Fort Collins.

**Q: After a long season of recession and excruciating slow growth, what hope can you offer small business struggling to make it in Northern Colorado?**

**A:** This is the kind of advocacy that the chamber brings to the community as a whole. A Woodward expansion means jobs. It means new jobs at Woodward itself. It means construction jobs in the short term. It means new jobs at restaurants, hotels and retail shops. The Fort Collins Area Chamber is the main community advocate for the private sector. If you are a small business owner, what can the chamber do for you? We will continue to advocate for jobs, which will make our whole community stronger. If you are an employee for a member business, we are also advocating for you.

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# Beyond a case: Smartphone accessories

There is no doubt that our lives have changed – mostly for the better – by the introduction of the smartphone. I'm still amazed at the things we are able to do with them, and even more amazed at how quickly we've been able to assimilate them and all they do into our lives. It seems like I've always been able to get stock quotes on my phone, or snap pictures of inappropriately dressed Walmart shoppers and post them to my Facebook wall.

And smartphones have been good for my writing. They've provided me with plenty of fodder to write about over the last couple of years as I've explored various apps, devices and operating systems. And once again, Geek Chic is going to focus on smartphones, in a round-about kind of way.

About a year ago I was cleaning out some bookmarks I had on my browser and noticed that I had an inordinately high number of sites that sold some piece of physical merchandise that could somehow be connected to a smartphone – accessories and the like. From cases to custom screen covers, this “smartphone aftermarket” is huge – just look what it has done for Otterbox.

Unfortunately, a lot of this crap is just that – crap. But there are also some pretty cool accessories out

there; some of it pretty useful and others, not so much, but great for entertainment value nonetheless. So over the past year I've made note of some of the more unique products



**GEEK CHIC**  
Michael Wailes

out there and here they are, in no particular order.

**Helo TC Assault Copter** ([www.griffintechology.com](http://www.griffintechology.com)), \$59: I really can't think of anything cooler to be able to do with

your phone than pilot a remote-controlled, missile-firing helicopter. I've waited about 30 years for this type of technology and make no mistake about it, I've got some big plans to use these babies to advance my goals of world domination, or at least start colonizing neighboring cubicles.

The copter is actually pretty small (read: stealthy) and the range of the missiles is about six feet. It operates on a wireless signal that is broadcast through a transmitter (included) that plugs into the headphone jack of the phone. I like the idea of a dedicated operation signal. It avoids the frustration of Bluetooth

connectivity altogether. The manufacturer states that up to three cop- ters can be operated within the same area from different phones. Can you say “attack formation?”

The website says not to fire the missiles at loved ones or the family dog or cat. Yeah, right.

**LIFX** ([www.lifx.co](http://www.lifx.co)), price to be announced: LIFX is, according to its inventors, “the light bulb reinvented,” and that is a pretty accurate description. Imagine having complete control over every light bulb in your home from your phone. And I'm not just talking about on/off control. I mean complete control.

LIFX is an LED bulb with some pretty fascinating attributes. For one thing, it is LED, so its power consumption is low (although your net-dollar savings on your electric bill is probably going to get eaten by the cost of the bulb). Combined with the LIFX app, the real power of the bulb — no pun intended — comes to light — pun intended.

Lights can be turned on/off, dimmed, combined into controllable groups, automatically turned on/off at preset times and are capable of illuminating in millions of different colors. There is even a setting that allows the colors to change and pulse with your music and even strobe. Disco night is back, baby!

The bulbs operate on your local wireless network using a master/slave mesh network – basically one bulb acts as a master and connects to your network. The remaining bulbs connect to this master and receive their instructions through it.

The only issue with LIFX is the demand for the product is out of control. Originally started as a Kickstarter project seeking \$100,000 in funding, the inventors were able to raise about 13 times that amount and quickly sold out on the first production run. The website is currently collecting email addresses for notification of the second production run.

**Stick-N-Find** ([www.sticknfind.com](http://www.sticknfind.com)), \$69 and up: Here is a new twist on the solution to an age-old problem: finding that which is lost and/or annoying the heck out of your cat, dog or teenage child.

Stick-N-Find is a small disc about the size of 75 cents worth of quarters. You place the disc on people, pets or objects that tend to get away from you and then with the handy radar-screen-like app, you track them.

Stick-N-Find has a couple of methods of operation. The most active of the modes is what the manufacturer calls a “virtual leash.” This

► See **Geek, 20A**

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**Tom Saurey,**  
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# Consulting: New way to think work

When the job search takes longer than expected, people begin considering other ways to make a living. One alternative is to become an independent contractor or consultant. Do we continue the search for a permanent position or is this the right time to hang out a shingle and fly solo?



**CAREERS**  
Carrie Pinsky

Many signs point to yes. The economic downturn, upcoming health-care reform requirements and a shift in work/life values may have created the perfect storm for independent contracting and consulting.

Many businesses are striving to be more financially prudent. One way this is playing out is through cautious hiring practices and a more efficient way of allocating talent. Rather than bringing on full-time employees, companies are looking to hire the exact best talent they need on a project-by-project basis.

Kathy Dotson and Kim Homolka recently launched Kdragonfly to help connect organizations and independent contractors. According to Dotson and Homolka, "The way we work is changing. Technology is driving much of this transformation as businesses need talent that is highly skilled, on demand and for shorter time periods. By hiring contractors, companies are able to reduce costs and pay for talent only during the project life cycle versus paying a full-time employee.

"Individuals are also driving this movement as they are craving work/life balance and a desire to control their own destiny. Some initially reluctant independent contractors who were forced into this type of work arrangement due to the downturn have actually chosen not to return to full-time employment. By diversifying their client base versus relying upon one employer for income, they lessen their financial risk.

"People should realize that working independently will no longer be the exception but the norm. Today, some 15 million people across the U.S. operate in the 1099 economy. That amounts to roughly 25 percent of the workforce. Experts predict this number to grow to 50 percent of the workforce by 2020.

"Northern Colorado typically sees many contract opportunities in the high-tech industry. However, what we anticipate is an extension of contract work into other occupations and industries such as health care, finance and administrative roles."

The benefits of contracting exceed dollars earned. You are building professional relationships, developing skills and taking charge of your career. Contracting offers a unique opportunity to showcase your talent and prove your value is beyond what you list on a resume.

This can lead to other referrals or it can put you in the running for permanent positions that come available. Consulting gigs can reduce the stigma, stress and financial strain often associated with unemployment.

It has become modus operandi for job searchers to add "consultant" to their resumes in order to minimize gaps in employment. That is fine as long as you are actively pursuing consulting opportunities. Keep in mind that hiring managers and recruiters will ask about your most recent projects. It's important to be honest; don't falsify your resume.

It is also important to remember that working independently is not for everyone. Many people absolutely need benefits for health care and retirement planning that often come with full-time positions. If the goal is to find a "permanent" job, than it is important to consider how contracting could hinder rather than help your search efforts.

For example, how will taking a contract position impact unemployment benefits? Will you be able to take time off to interview? What happens if you receive an offer in the midst of a contract assignment? Do you realistically have the time and energy to maintain the momentum of a job search while providing high-quality contractor services?

Juggling contract assignments with a dedicated job search can get tricky. Dotson and Homolka said, "If an individual is looking for a stopgap measure to full-time employment, this may not be the best option. You may be better off working through a staffing company as a W-2 employee. Independent contractors are generally not searching for a job. They have made a choice and a commitment to growing their consulting businesses."

Keep in mind that independent contractors wear many hats. It takes a unique skill set and considerable drive to manage the business side of being your own boss. Going solo requires being adept at marketing and closing deals, negotiating contracts, maintaining an accounting and billing system, managing a website and continually updating the products and services one offers.

"Contracting is not for someone who wants to come into an office everyday and be told what to do," say Dotson and Homolka. "This is

► See **Careers, 20A**

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## BRIEFCASE

### ANNIVERSARIES

**Pediatric Associates of Northern Colorado** celebrated its one-year anniversary under new ownership and a new name on Feb. 27. The 30-year-old pediatric practice changed its name, brand and ownership last year when Dr. Jennifer Markley purchased it from Dr. Richard Booth. Booth is still part of the PANC team that moved to Harmony Road in July of 2012. The practice is the only physician-owned, pediatric-only clinic in Fort Collins.

### KUDOS

Greeley-based Connecting Point announced the company has been named a Super Elite Managed Service Provider by N-able Technologies, a global provider of IT management and automation solutions for managed service providers. Announced at the 2012 Global Partner Summit in Montreal, the new designation signifies the company is one of the global IT channel's top-performing MSP partners.

**North Colorado Medical Center** announced it has been named one of the nation's 100 Best hospitals, as measured by Healthgrades, an online resource that helps consumers search, evaluate and connect with physicians and hospitals. By earning this distinction, North Colorado Medical Center is among the top 2 percent of hospitals in the nation.

Truven Health Analytics SM, a health care analytical company, announced that **North Colorado Medical Center** in Greeley, **Poudre Valley Hospital** in Fort Collins and **McKee Medical Center** in Loveland are among the nation's 100 Top Hospitals based on overall organizational performance. The study evaluated 10 areas, and four hospitals in Colorado made the list. NCMC and PVH were recognized among teaching hospitals and McKee among medium-sized community hospitals.

The **North Colorado Medical Center Foundation** raised a record \$210,000 at its annual gala Jan. 26. There were more than 635 in attendance at the event, held at the Embassy Suites Hotel in Loveland. The Legacy Award, an acknowledgement of service and commitment to regional health care, went to **Knights**

of **Swallows**, an oil and gas industry charitable group that has donated more than \$300,000 to the burn center at NCMC through its annual golf tournament.

### MISCELLANEOUS

The **Fort Collins Area Chamber of Commerce** released its 2012 annual report and 2013 action plan at its 108th annual dinner Feb. 20 at the Hilton Fort Collins. The report highlights the chapter's work in the local economy and its primary objective of job creation.

### NEW LOCATION

**Aims Community College** has received \$15,000 from Bonanza Creek. The gift will be directed to name an oil and gas classroom within the new Fort Lupton facility on the Aims campus, scheduled to open for classes in fall 2014.

### NEW PRODUCTS AND SERVICES

Miramont Lifestyle Fitness has added auto-belay devices to its indoor climbing wall. The devices allow climbers to climb independently, without the support of a partner. The guest fee to use the climbing wall and the devices is \$15 a day.

### PROJECTS

The U.S. Environmental Protection Agency announced the **City of Fort Collins** was among 43 communities in 27 states awarded free technical assistance. The city requested assistance to explore the possibility of establishing or expanding a local bikeshare program. Bikeshare is a service where bicycles are readily available for shared use. The EPA's assistance is in the form of workshops conducted by EPA staff and national experts on using bikesharing to create additional commuting options. This assistance is designed to provide communities with an overview of bikeshare types, system development, feasibility and other considerations. After a tour of the community, the EPA team will develop a series of strategies to guide implementation or expansion of bikesharing.

*If you have an item to share about name changes, new products or business news of note, e-mail it to Maggie Shafer at mshafer@ncbr.com, or mail it to Briefcase at NCBR, 1550 E. Harmony Road, Fort Collins, CO 80525.*

## CALENDAR

### March 9: Is your Website a Work Zone?

Participants in this Greeley Small Business Development Center workshop will create a website and learn how to build an audience. It will be hosted by UNC's Monfort College of Business in Kepner Hall. Call 970-352-3661 to register.

### March 13: Northern Colorado Special Events Network Luncheon

This networking lunch for event planners will be held at the Highland Meadows Golf Course at 6300 Highland Meadows Parkway in Windsor from 11:30 a.m. to 1 p.m. Price of lunch is whatever is ordered from the menu, between \$10 and \$15. RSVP by March 11 to claire@frontrangeeventrental.com.

### March 13: Make it Official!

A two-hour workshop presented by Paul Matonis, EA and attorney Brian Boyes that covers business registration and forms, business entity-type selection and other tips for prospective entrepreneurs. The workshop will start at 8 a.m. at the Larimer Small Business Development Center at 125 S. Howes St. in suite 150. Cost is \$25 prepaid or \$35 day of. For more information or to register, go to www.larimers-bdc.org or call 970-498-9295.

### March 13: I Need Financing, What Now?

This workshop, presented by Curtis Carlson of Capital West Bank, will assist you in knowing what the banks are looking for in a small business borrower. The workshop will convene from 11:30 a.m. to 1 p.m. at the Larimer

Small Business Development Center at 125 S. Howes St. in suite 150. Cost is \$15 prepaid. For more information or to register, go to www.larimersbdc.org or call 970-498-9295.

### March 22-24: AIR Shift

Arts Incubator of the Rockies is offering this workshop as an opportunity for participants to "shift" their thinking in a new direction. Beet Street is hosting the workshop at its new headquarters in the Carnegie Library Building, 200 Matthews St. in Fort Collins. The \$225 weekend workshop includes a paid membership to AIR. For members, the cost is \$175. Visit www.airArtsIncubator.org for more information or to register.

### April 13: Young Entrepreneur Tournament

The Larimer County Workforce Center is currently accepting applications from youth entrepreneurs, ages 13-18, for the third annual Young Entrepreneur Tournament. Youth will complete a series of business planning classes on Saturday mornings, beginning on April 13. The top five business plans will present to a panel of business leaders and cash prizes will be awarded through the United Way of Larimer County. Applications for the tournament can be found at www.larimerworkforce.org/YET.



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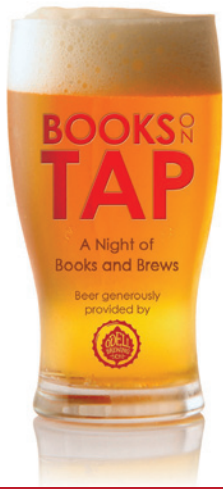
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## TIME OUT



COURTESY FYN PUBLIC RELATIONS

On Feb. 21, several Loveland officials, city staff and Northern Colorado Economic Development Center staff joined American Eagle Distributing Co. executives to tour American Eagle's warehouse and facility in Loveland to learn about some of the distributor's renovations.

Email your event photos to Maggie Shafer, [mshafer@ncbr.com](mailto:mshafer@ncbr.com). Include complete identification of individuals.

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**ON THE JOB**

**FINANCE**

Guaranty Bank and Trust Co. announced the hire of **Joseph Johnson** for the position of vice president and relationship manager in the Northern Colorado commercial banking group. Johnson has more than 10 years of financial experience to Guaranty Bank. Prior to Guaranty Bank, Johnson spent time at U.S. Bank and Wells Fargo where he held positions in commercial and consumer banking. Johnson holds a B.S. in finance from CSU and will be responsible for providing tailored products and services to business clients and prospects in Northern Colorado.

**Paul Watkins** has joined the Wells Fargo Larimer County team as senior business relationship manager. Watkins is a sixth-generation Coloradan and has more than 12 years experience in business finance. He joined Wells Fargo in 2006, and most recently served as a senior business relationship manager for Summit County. Prior to Wells Fargo, Watkins worked for a middle-market merger and acquisition firm in Fort Collins. Watkins has a degree in business management from the University of Northern Colorado's Monfort College of Business. He is active in the community and involved in the University of Northern Colorado, Future Farm-



Johnson



Watkins

ers of America and Future Business Leaders of America.

**HEALTH CARE**

**Dr. Paul Fonken**, medical director of Timberline Medical in Estes Park, was named the 2013 Colorado Academy of Family Physicians Family Physician of the Year for his leadership in global medicine and "dedication to medical reform to improve the lives of patients." Fonken has worked full time at Timberline

Fonken

since 2005. He consulted for Boston University, teaching a delegation from Vietnam about family medicine development in Kyrgyzstan and has volunteered at the former Crossroads Clinic, now Salud Family Health Clinic in Estes Park.

Advanced Medical Imaging Consultants announced the addition of **Dr. Kevin J. Limbaugh** to its group. Limbaugh received his medical degree from University of Maryland School of Medicine in Baltimore, and completed his residencies in diagnostic radiology and nuclear medicine at Oregon Health and Science University in Portland. He was previously practicing in Montana.



Clipper

**Bonnie Clipper** joined Medical Center of the Rockies in Loveland as the hospital's chief nursing officer. Clipper most recently served

as the associate vice president for professional nursing practice and development for Texas-based St. David's HealthCare.

**MISCELLANEOUS**

**Ann Hutchinson**, Fort Collins Chamber of Commerce executive vice president, was awarded the Gerald W. Hathaway award at the Western Association of Chamber Executives Conference on Feb. 6. The award honors chamber staff member contributions made to specific chamber goals, and/or for personally designing innovative new systems that have contributed significantly to the chamber development. Hutchinson is one of two certified association executives that work for chambers in Colorado.

**MEDIA/MARKETING**

Burns Marketing in Northern Colorado has added **Mike Dirvonas** as interactive programmer. Dirvonas most recently worked as a senior web developer. He customizes CMS tools to enable integrated multichannel marketing campaigns, and has also developed a broad spectrum of interac-



Dirvonas

tive website offerings.

**REAL ESTATE**

**Pam and Dave Pettigrew**, realtors with Prudential Rocky Mountain Realtors, have earned the 2012 President's Circle Award from Prudential Real Estate and Relocation Services. The award recognizes the top residential sales professionals who demonstrate achievement in residential sales for the year. The award will be presented at the Prudential

Real Estate and Relocation Services' Sales Convention in Las Vegas in March. They are the only recipients in Northern Colorado of the Prudential Legend Award in recognition of their level of production, in the top 1 percent of the 64,000 Prudential real estate agents in North America.

CBRE Group Inc. announced 12-year real estate veteran **Joel Cuthbert** as senior appraiser to its Valuation and Advisory Services team. Cuthbert will be based at CBRE's Fort Collins office.

The Group Inc. announced that **Beth Phillips and John Cheever** have joined as broker associates/partners. Phillips was raised in Fort Collins and worked in sales and marketing in the Northern Colorado region and was the owner of a small web-based business that she successfully ran until beginning a career in real estate. Cheever was born and raised in Northern Colorado. He has more than 20 years of experience in retail and hospitality management and was a store manager with Sears.

**Mark Bradley**, managing broker of Realtec Greeley, has been appointed president of The Northern Colorado Commercial Association of Realtors for 2013. **Peter Kast**, a partner at the Realtec Fort Collins office, will also serve on NCCAR's board this year as program chair. The association is meant to foster information sharing, education and advocacy, and it represents the interests of commercial real estate practitioners of Northern Colorado.

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

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## SELLING from 11A

If you are standing in line to order a latte at 8 a.m., you can bet your CEO-thinking sales competitor has completed 20 calls by the time you've had your first sip. Great salespeople know the best time to reach the C-suite is often early in the morning or after 5 p.m. because the gatekeeper isn't in and/or everyone else has gone home. There's a reason for the expression "it's lonely at the top."

CEOs know that hope is not a strategy. They have too many families counting on them for a paycheck. Top salespeople have the same attitude. When they aren't hitting their revenue numbers, they do what it takes to get the job done. It's always surprising to watch salespeople who aren't hitting quota hit the door at 4:30 p.m. There is a good chance that this salesperson's sales strategy is based on denial or hope. (There is also a good chance this rep won't be around next year.)

One of my early sales managers always stressed the power of making one more call, one more stop, one more contact. She nicely said, "I don't care if you don't feel like it. I am not paying you to feel good." It was always amazing to see how many times one more attempt paid off in setting an appointment. (Maybe it was because all the other salespeople were at home.)

They get smarter every day. The most effective CEOs are enrolled at TUGS: The University of Getting Smarter. Their biggest goal in life is to avoid that place called, "I know it all." They understand that we live in the knowledge age. Companies that compete and win are organizations that have a learning culture. Alvin Toffler says it best: "The illiterate of the future are not those who cannot read or write but those who cannot learn, unlearn and re-learn." Let's face it: No prospect wants to be called on by a dumb salesperson.

Experts in the emotional intelligence world call this competency self-actualization. People scoring high in this competency are on a continuous journey to reaching their full potential. Steven Stein and Howard Book, authors of "The EQ Edge," report that self-actualization is one of

the key emotional intelligence skills found in top sales producers. Successful salespeople are like successful CEOs. They don't wait for someone to provide education, mentoring or advice. They take charge of their learning and growth. In the sales training business, we quickly disqualify a prospect when he says, "Well, let me see if my company will pay for the training." What he is really saying is, "I'm only going to get better if someone else foots the bill."

They're accountable and transparent. Successful CEOs know that they are responsible for putting food on the table for many people. They take this responsibility seriously and are accountable to their organization for their actions and decisions.

Unfortunately, many sales organizations lack accountability and accept bad sales behavior such as incomplete data in the CRM system or poor attendance at sales meetings. They believe the myth that top producers are also a pain in the neck — it just comes with the territory. As a result, they cave into the age-old excuse of, "Hey, I'm producing sales, so don't micromanage me." Imagine if other departments in the company were allowed to operate this way.

The accounting department wouldn't produce month-end reports because they have other things to do. (Don't worry, we will get you your check sometime this month.) The customer service team doesn't log in customer conversations because they have so many calls coming in.

Lack of accountability leads to lower standards and mistrust. The salesperson who thinks like a CEO knows there are parts of every job that aren't enjoyable. She also knows that her data and involvement is important in driving strategic decisions at the company.

Think like a CEO. Since you sell to leaders, it's best to act like one!

*Colleen Stanley is president of SalesLeadership Inc., a sales development firm specializing in emotional intelligence and consultative sales training. Reach her at [www.salesleadershipdevelopment.com](http://www.salesleadershipdevelopment.com) or 303-708-1128.*

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**BLOCK ONE** from 1A

approval.

Save the Poudre Director Gary Wockner said his group is concerned about how close the \$9 million project would be built to the river.

"This kind of massive building with a busy restaurant just feet from the river tries to exploit this public natural resource for private profit and would irrevocably harm the sensitive ecology river corridor," Wockner said in an email.

Rich Shannon of Pinnacle Consulting Group, a real estate consulting firm, has been trying to raise community support for the project, encouraging residents to write letters and speak in support of the project at the administrative hearing.

The project is the brainchild of local father-and-son entrepreneur team Kent and Jonathan O'Neil, whose company, Encompass Technologies, has outgrown its current headquarters at 324 Jefferson St. in Fort Collins.

The O'Neils want to build new office space for their company, as well as multi-family units and an underground parking structure. In all, the development will total 36,990 square feet and will include space for 73 vehicles, according to project plans.

If approved, the project would be built at 418 Linden St., which is bordered on the east by the Poudre. The site was formerly inhabited by a concrete batch plant, but now only concrete pads sit on the property.

The one-acre parcel has historical significance to Fort Collins, as it was the location of the original plat of Fort Collins. This is where the Block One project gets its name.

An important part of the developers' plan is to feature a restaurant by the river, which would be the first of its kind in Fort Collins.

In most cases, city land-use code prevents developments from getting too close to the river. The Linden Street location, though, allows for exceptions to that rule. The project sits inside the city's river redevelopment district, which is exempt from a 300-foot river development buffer imposed in most of the rest of the city, according to Ted Shepard, the city planner assigned to the project.

The boundaries of the district are Jefferson Street, Willow Street, Lincoln Street and the Poudre River, Shepard said.

In the process of preparing the project's plans, the development team went to great pains to make sure that

all of the city's land-use requirements were met, Jonathan O'Neil said.

As a result, O'Neil said, he is confident that the team will be prepared for an appeal, should one be filed.

Part of the work included completing an ecological characterization study to determine how the project might impact the nearby natural area. Cedar Creek Associates of Fort Collins completed the study.

The study notes that activity stemming from the concrete plant that previously existed on the property will mean minimal impacts to the natural environment.

"Development of the Block One parcel would result in relatively minor additional impacts to the Poudre River corridor beyond those that have already occurred from existing disturbance and development," the study says.

More specifically, the study looks at the plant species surrounding the development site and the presence of wildlife in the area.

"Wildlife use of the Block One site is minimal to nonexistent because of past disturbance and lack of vegetation cover," according to the study.

The study does report that the trees near the site provide a seasonal

home to various songbirds, and that waterfowl use nearby portions of the river for movement and feeding. To mitigate the impact on birds nesting in the trees, the study recommends that the developers avoid removing or pruning any trees during the birds' nesting season, from April 1 to July 31.

"The Block One site does not support any native vegetation, and significant trees are restricted to the riverbank adjacent to the east property boundary," Cedar Creek wrote.

Nothing in the plans suggests that those trees would be removed.

The riverbank next to the Block One property is very steep, and has been reinforced with both large blocks of broken concrete and the roots of many large trees, the study said.

These trees are an important part of the structure of the riverbank, according to the study, which recommends that the developers attempt to maintain these trees to retain slope stability.

Other factors, such as night lighting and its impact on the river, also are addressed in the study.

Lights on the side of the proposed building facing the river should be shielded or directed to minimize the impact on the river, the report said.

**LEADERSHIP** from 3A

Crime Lab.

The crime lab will be built in and financed by Weld County, which is paying \$4 million for the 20,000-square-foot facility, going up at the intersection of highways 34 and 257.

Law enforcement agencies from Greeley, Fort Collins, Loveland and Larimer and Weld counties will all have access to the crime lab, which is scheduled for completion in September.

Another kind of collaborative effort is increasingly on display in the region, the public-private partnership.

During our session, the Leadership Northern Colorado class got the opportunity to tour the results of two of the region's most recent of such partnerships.

The first was the much-publi-

cized Fort Collins Museum of Discovery Science Center. The museum opened in November after a years-long campaign and a tax approved by the residents of Fort Collins.

Getting it open required the effort of two private museums and the City of Fort Collins.

In Loveland, another product of public-private partnership is celebrating its first anniversary.

The afternoon portion of my Leadership Northern Colorado class took us to the Rialto Theater Center, renovated a year ago to include dressing-room space and improved seating.

From the outside, the biggest change to the theater, which opened in the 1920s, is the addition of a new adjacent building. The new addition holds meeting and office space and is owned by Troy Peterson, a private

developer.

The first floor of the project houses Next Door Food & Drink.

The theater itself is still operated by the City of Loveland, which funded improvements to the theater, and rehearsal and dressing-room space.

The Rialto project had a third contributor as well, the Community Foundation of Northern Colorado, which donated \$700,000 to the total \$4.2 million price tag.

The first year since the renovations has been a positive one for the Rialto, with visitors increasing 21 percent from 39,644 in 2011 to 47,927 in 2012. Attendance in 2012 was the highest it has been since the theater reopened after nine years of renovations in 1996.

The venue is also attracting new acts, like the Fort Collins Symphony

Orchestra, which performed at the Rialto for the first time in early March.

The expanded space has also brought back acts that began choosing other venues over the Rialto because of the formerly cramped quarters, according to Jan Sawyer, theater manager.

The bottom line? Both the Museum of Discovery and the Rialto are community amenities that will benefit all of Northern Colorado for years to come, and couldn't have been possible without the collaboration of private and public entities.

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

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**GEEK** from 12A

method lets you set a distance that you are comfortable with letting the object you are tracking move within (the maximum is 100 feet). Once the object moves outside of that range, your phone will alert you. The website suggests this mode of operation for children and pets.

More passive modes of operation allow you to view items that are out of sight via the screen on the app, which indicates relative distance, not actual location. You can also send a signal to the disc to activate audible and visual alarms to help locate lost items; think remote-control between the sofa cushions and car keys in jacket pockets.

Unfortunately, this device doesn't help find minds that wan-

der or get completely lost, nor with locating general sanity once it is gone.

Stick-N-Find is sold in packs of tracking discs – from three up to 100. It relies on Bluetooth connectivity so expect some wonkiness in the presence of other Bluetooth-enabled devices.

**Netatmo (www.netatmo.com), \$179:** This is a neat little device and app combination that collects data on your local atmosphere, both inside and out.

The device portion of Netatmo is two cylindrical-shaped sensors – one you place indoors, the other outdoors – that monitor atmospheric conditions like temperature, barometric pressure and humidity.

The collected data is displayed on your phone. Now \$180 is a lot of money to lay down for a weather-reporting app, especially when there are plenty of free services out there that will give you the same data, but Netatmo goes into a little more detail: it truly reports on your local atmosphere.

In addition to the above mentioned metrics, Netatmo will also monitor and track air quality, carbon-dioxide levels and noise pollution. It will even offer suggestions on activities like going outside or opening windows based on the data it is receiving.

Netatmo works via Wi-Fi, connecting to your local wireless network. The only things that would

make this a must-have would be more traditional weather reporting metrics like wind speed and precipitation accumulation and the ability to monitor more toxic gases like carbon monoxide.

So there you have it: more cool things to do with your phone besides bringing air traffic to a halt while attempting to play a word that contains 12 consecutive consonants or photographing one more beautiful sunset. Until next time.

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

**CAREERS** from 13A

for the person who can be given a project and work independently to produce a deliverable. We also recognize that one of the biggest challenges independent contractors face is marketing their businesses while they do what they love."

In the end, contracting may become more of a necessity than a choice. Like it or not, the need to pay the light bill and put food on the table may push us into a new way of working. The good news is that opportunities should increase.

While most businesses will always need some dedicated employees, the trend is towards a more mixed use of talent.

If you do decide to seek contracting opportunities, Dotson and Homolka offer this advice: "Just saying you are an independent contractor isn't enough. It's important to follow proper set up and tax rules, which makes you more marketable. Businesses want compliant contractors so they can minimize tax and legal risk by working with you."

Dotson and Homolka understand the challenges faced by those looking for work and by companies that are in need of talent. "It is frustrating to see highly-skilled workers and qualified people go without work because they are dependent upon traditional recruitment cycles. It is also frustrating for businesses that struggle to find local talent to meet project needs. The work is out there. It is just a matter of putting the right skills and projects together."

In the not-so-distant past, work-

ing was an exchange of job security for employee loyalty. Today working is a simple trade of talent for opportunity. And, by the way, there really is no such thing as a permanent position. In essence, all work is temporary. When we think about it that way, perhaps flying solo is the only way to go.

*Carrie Pinsky is a Fort Collins-based career and HR advisor. She can be reached at carrie@pinksywriting.com.*

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Northern Colorado Business Report

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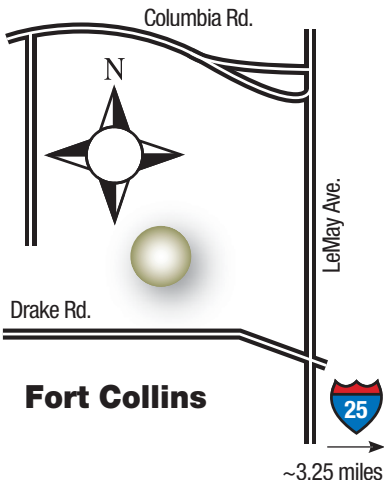
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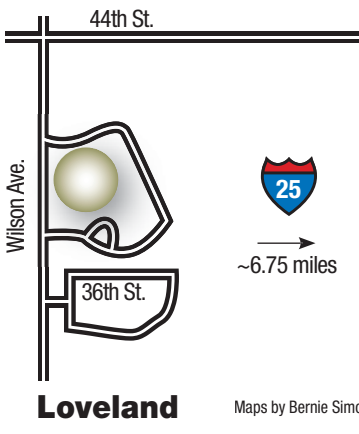
**WOODWARD** from 1A

**On the move?**

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



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



will be left to tackle. The possibilities are many, and none are exactly easy. There is the chance that the engines-control maker — which is considering building a new HQ on the Link-N-Greens golf course in Fort Collins — might hold onto some of its existing space, according to Rocky Scott, director of business development for Woodward.

But the size of the Link-N-Greens project, outlined in planning documents submitted to the City of Fort Collins last month, makes it clear Woodward needs more space.

Its buildings there would eventually be more than 2.5 times larger than all of the space Woodward now occupies — about 871,000 square feet.

The Fort Collins Woodward campus now serves as the company's world headquarters and consists of 227,000 square feet in six buildings. Most of the space is light industrial manufacturing, according to Larimer County public records, with a bit of office space mixed in.

The assessed value of these buildings is about \$2.2 million.

The campus sits at the intersection of Drake Road and Lemay Avenue, near a small retail com-

plex and in the same neighborhood as schools and homes.

Woodward's Loveland holdings are similar, but smaller.

There, the company occupies 110,000 square feet in three buildings, also in the same neighborhood as homes and schools. The three buildings are assessed at about \$1.45 million.

The office space in the buildings is minimal, and would likely be absorbed by any buyer or tenant who picked up the industrial spaces, according to real estate experts.

The good news is that industrial space is at a premium in most of Northern Colorado at the moment, mostly because of the oil and gas boom. Companies in the energy business have been either buying or leasing existing industrial space for some time now, helping drive down vacancy rate and allowing landlords to fetch higher rents.

Last year, the average rent for industrial properties in Larimer County was around \$7 per square foot, according to CoStar, an increase of about 15 percent over the previous year.

The majority of this activity, though, is taking place outside of city limits, or at least on the outskirts of cities, while both of Woodward's campuses sit well within city limits.

Moreover, while rents are climbing, the industrial vacancy rate remains high in Larimer County, around 9.5 percent, thanks to the still-empty Rocky Mountain Center for Innovation and Technology in Loveland. The former Agilent Technologies campus encompasses five buildings with more than 100,000 square feet each. RMCIT alone accounts for just under one-third of all of the vacant industrial space in Larimer County, or about 1.7 million square feet last year.

Competition and supply-and-demand questions aside, finding a user large enough to want or need

as much space as Woodward occupies on either of its campuses is unlikely, according to one broker. The more likely scenario would be to market the buildings separately to several smaller users.

Public records show that the buildings on Woodward's Fort Collins campus range in size from 180 square feet to 180,584 square feet. The Loveland buildings start on the higher end, at 2,400 square feet, and max out at 102,271 square feet.

In an optimistic view, some of these buildings could be bought up quickly, given that there are only a handful of light industrial properties over 50,000 square feet in Larimer County.

Reconfiguring the buildings to other uses, such as retail, is possible but not too likely because of the Foothills Mall redevelopment project, also making its way right now through the city's approval processes.

Some argue that the presence of Front Range Village in Fort Collins and the Centerra mixed-use development in Loveland have made the retail market too shallow in Northern Colorado to support even the mall project.

Retail experts have said that shopping centers with amenities like the ones the Foothills owners are planning will make the development attractive to stores, but once the mall is complete, another retail center in Fort Collins would have difficulty differentiating itself.

Yet another option is razing the buildings entirely, something that may seem most attractive at the Fort Collins campus, where the buildings are more than 40 years old. A big, open parcel in the middle of town could serve as a prime location for multi-family housing, something desperately needed in Fort Collins.

Woodward is expected to announce its decision in coming weeks.



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**REAL ESTATE** from 4A

the 634 acres he now envisions for Nine Bridges. According to bankruptcy documents, the land there was not involved in any of the proceedings.

Stoner and Co. managed to work itself out of bankruptcy in the fall.

In a brief interview with Stoner last month, he told me that Nine Bridges now may be moving forward this year, although he offered no specifics.

Of course, the trick right now, for any project, is funding. In the post-recession world we inhabit, securing debt from a bank isn't easy, and most developers are relying on private equity to get their projects out of the ground.

No institution, be it a lender or

equity fund, will be easily convinced to let go of any cash without some evidence that a given project will find success.

Luckily for Stoner, and any other developer looking at a mixed-use project right now, vacancy rates in retail and multi-family are all down and positive absorption is on its way up.

The most recent data from CoStar show a retail market that is slowly becoming more favorable to new construction in Northern Colorado. Only four retail buildings were completed in all of 2012, making up a total of 34,395 square feet of the more than 26 million in rentable building area in both counties at the end of the year.

Retail vacancies in Northern Colorado were at 6.9 percent in the fourth quarter of 2012, a drop of almost 2 percent from the 8.8 percent rate in the region in the second quarter of 2010, when Turnkey was attempting to find financing for Riverwalk.

The office picture is trickier, with different classes showing different vacancy and absorption rates. In general, in Fort Collins and Loveland, the nicer the space, the higher the vacancy rate at year-end, according to CoStar. Class C office showed a 7 percent vacancy rate, while Class A came in at a much higher 12 percent.

Including all classes, offices vacancies dropped to 8.3 percent in the fourth quarter, down from 9.4 percent in the same period of 2011.

The multi-family housing crunch has been well documented (by me and other scribes), with vacancies falling across the state every quarter. The most recent data from the Colorado Division of Housing show that Loveland's vacancy rate is the lowest in the state at 1.9 percent, and Fort Collins isn't far behind at 2.5 percent.

While data alone won't convince financiers to open their pocketbooks, the numbers do help to begin making a case for a project as massive as Nine Bridges.

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

**EYE** from 3A

He also said the paper would still continue to cover all of the breweries in the same manner, even as it moves forward with its partnership with Odell.

Awtry added that, "While we're happy to be collaborating with Odell, this is a product we've purchased. It's not any different from any other vendor relationship out there — we do business with companies all over Fort Collins."

No doubt. And it's easy to imagine they, too, would enjoy such good press.

**Chamber sets its fundraising bar higher**

The Fort Collins Area Chamber of Commerce has upped the ante on its fundraising this year.

Rather than the \$325,000 goal of years past, the chamber is looking at a \$400,000 goal for its 2013 fundraising campaign.

In years past, the campaign has exceeded its goal, according to Ann Hutchison, executive vice president of the chamber. The 2012 campaign brought in about \$360,000, Hutchison said.

The campaign will kick off in September.

"We want to think big, and having a big number helps us do that," Hutchison said.

The chamber is also working to further improve the local economy through a new job-creation effort in 2013.

It has kicked off a new effort called "Fort Collins Works," complete with its own website, www.FortCollinsWorks.com.

The site includes a jobs scorecard, which tracks how Northern Colorado legislative representatives voted on bills supported by the Northern Colorado Legislative Alliance, and includes details on what candidates in the upcoming municipal election had to say in response to questions about jobs and the economy.

The site also lays out a 41-point jobs plan that includes goals surrounding community competitiveness, retention of primary employers such as Woodward Inc. and innovation and entrepreneurship.

**Economics, not politics, led to federal drilling slowdown**

Oil companies and their lobbyists often complain that the Obama administration has stymied its efforts to drill on federal land, but a Denver-based group says economics instead has led to the slump in activity on taxpayers' property.

An analysis by the nonpartisan Center for Western Priorities found that a combination of low natural-

gas prices and high oil prices made drilling for oil more profitable. Turns out, most of that oil sits on private property.

More than 90 percent of shale oil in the Lower 48 is located under "nonfederal" land, a majority of which is privately owned, according to the analysis.

Meanwhile, natural gas has plummeted to about \$3.30 per thousand cubic feet, or approximately half its 2006 price. By contrast, oil prices have surged 44 percent in the same period, growing from \$66 in 2006 to \$95 per barrel earlier this year.

"Critics have wrongly blamed the federal government for a decline in federal oil and gas leasing," said Professor Mark Squillace, former director of CU's Natural Resources Law Center. "In reality, the decline is best explained as the result of market choices made by individual companies to shift their production to oil and other liquid plays and away from gas."

"And this means less activity on public lands," he added.

**Living on the Bespoke Edge**

You know that old college sweat-shirt that wears so comfortably? Now imagine that same feeling in your suit Monday morning.

That's the difference bespoke can make, according to Ron Wagner, owner of Windsor-based The Bespoke Edge.

The clothing company sells shirts, trousers, suits and coats, all made to order by a Singapore-based custom-clothing manufacturer.

Wagner worked in men's clothing in Northern Colorado from 1977 to 2008, and then after a few years away from the industry, returned to open the Bespoke Edge in the fall.

Rather than maintaining a storefront, he comes to his clients' homes or offices and takes the measurements himself. He then offers his expertise in choosing from hundreds of fabrics and designs, allowing the shopper to customize everything from tuck length to collar shape.

But in a region where even business professionals choose function over fashion, who exactly are the Bespoke Edge's customers?

While Wagner believes in dressing for success, he also understands that Fort Collins isn't New York. Which is why he offers shirt options that look good with jeans or left un-tucked and pants that can handle the bike commute without blowout. Of course, none of this stuff comes cheaply. Shirts start at \$125, suits at \$695. But, hey, you'll look great!

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## FOR THE RECORD

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**BORROWER:** MARK W BERESFORD, 684 FOXTAIL WAY, SEVERANCE. LENDER: WELLS FARGO BK, AMOUNT DUE: \$221143. CASE #3909749. 2/13/2013

**BORROWER:** NICHOLE L GRAHAM, 5551 W 29TH ST UNIT 423, GREELEY. LENDER: BK AM, AMOUNT DUE: \$121388. CASE #3909750. 2/13/2013

**BORROWER:** MATTHEW B & MOLLY R TAPPY, 3209 PHEASANT ST, EVANS. LENDER: US BK, AMOUNT DUE: \$136591. CASE #3909751. 2/13/2013

**BORROWER:** PATRICK A DAY, 119 S FRANCES AVE, MILLIKEN. LENDER: US BK, AMOUNT DUE: \$80716. CASE #3909752. 2/13/2013

**BORROWER:** ELLEN M WEISS, 5775 W 29TH ST UNIT 506, GREELEY. LENDER: ST FARM BK, AMOUNT DUE: \$103811. CASE #3910066. 2/14/2013

**BORROWER:** TERRY J NASH, 4925 COUNTY ROAD 83, ROGGEN. LENDER: COLO HOUSING FIN AUTHOR-

ITY, AMOUNT DUE: \$85856. CASE #3910068. 2/14/2013

**BORROWER:** GEORGE M METCALF, 171 N ALICE AVE, MILLIKEN. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$127363. CASE #3910070. 2/14/2013

**BORROWER:** DANIEL J BETZ, 5551 W 29TH ST UNIT 4512, GREELEY. LENDER: BK AM, AMOUNT DUE: \$122354. CASE #3910071. 2/14/2013

**BORROWER:** DANNY & KELLY FREELAND, 303 HABITAT BAY, WINDSOR. LENDER: BK AM, AMOUNT DUE: \$555157. CASE #3910072. 2/14/2013

## JUDGMENTS

## Larimer County

**DEBTOR: ROY LEONARD JR & LAUR PETERSON,** CREDITOR: DREXEL SUPPLY CO. AMOUNT: \$50903.8. CASE #D-11-35940 MER. DATE: 2/11/2013

**DEBTOR: JAMES E BRAILSFORD,** CREDITOR: RMB SERV INC. AMOUNT: \$58420.28. CASE #D-04CV-003136. DATE: 2/4/2013

**DEBTOR: RICK ALLBRANDT,** CREDITOR: PUBLIC SERVICE CRED-

IT UNION. AMOUNT: \$4857.66. CASE #C-12C-003067. DATE: 2/5/2013

**DEBTOR: STONE STREET MARKETING SERVICE,** CREDITOR: ALPHA SHIRT CO. AMOUNT: \$6932.96. CASE #D-12CV-001946. DATE: 2/7/2013

**DEBTOR: CHRISTOPHER R BRIST,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1368.13. CASE #C-12C-009887. DATE: 2/7/2013

**DEBTOR: BLANE S BEADNELL,** CREDITOR: BC SERVICES INC. AMOUNT: \$3571.41. CASE #C-12C-007476. DATE: 2/8/2013

**DEBTOR: BRIAN & LISA SMITH,** CREDITOR: BC SERVICES INC. AMOUNT: \$14733.52. CASE #C-12C-008685. DATE: 2/8/2013

**DEBTOR: ANDREW C NICHOLS,** CREDITOR: BC SERVICES INC. AMOUNT: \$1487.01. CASE #C-12C-008543. DATE: 2/8/2013

**DEBTOR: RHONDA MOLLETTE,** CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$2349.0. CASE #C-12C-008978. DATE: 2/8/2013

**DEBTOR: CHARLES V SANCHEZ,** CREDITOR: LIBERTY ACQUISITIONS

SERVICING. AMOUNT: \$7033.32. CASE #C-12C-006656. DATE: 2/8/2013

**DEBTOR: DANIEL J & CONSUELO R BARTYZEL,** CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$2137.74. CASE #C-12C-005876. DATE: 2/8/2013

**DEBTOR: SANCO PLUMBING HEATING INC,** CREDITOR: WELLS FARGO BK. AMOUNT: \$81002.53. CASE #D-12CV-001653. DATE: 2/11/2013

**DEBTOR: SANCO PLUMBING HEATING INC,** CREDITOR: WELLS FARGO BK. AMOUNT: \$11470.25. CASE #D-12CV-001653. DATE: 2/11/2013

**DEBTOR: SANCO PLUMBING HEATING INC,** CREDITOR: WELLS FARGO BK. AMOUNT: \$1709.62. CASE #D-12CV-001653. DATE: 2/11/2013

**DEBTOR: JUDITH A & WILLIAM M SANDAGE,** CREDITOR: WELLS FARGO BK. AMOUNT: \$65630.41. CASE #D-12CV-001653. DATE: 2/11/2013

**DEBTOR: VINCENT C JULCH,** CREDITOR: CAVALRY SPV I LLC. AMOUNT: \$14642.45. CASE #C-12C-

010255. DATE: 2/11/2013

**DEBTOR: BIBIANA A STEWART,** CREDITOR: UNIFUND CCR PARTNERS. AMOUNT: \$789.55. CASE #C-06C-105085. DATE: 2/11/2013

**DEBTOR: HANNAH P MAHADY,** CREDITOR: FIRST NATL BK ATLANTA. AMOUNT: \$6889.2. CASE #C-01C-200365. DATE: 2/11/2013

**DEBTOR: GREGORY & GREGORY J MCGEE,** CREDITOR: RONALD L CLAMAGE. AMOUNT: \$13426.35. CASE #C-12C-009560. DATE: 2/11/2013

**DEBTOR: SHEILA MARIE SHOCKLEY,** CREDITOR: TRAVIS LANCE SHOCKLEY. AMOUNT: \$8061.0. CASE #D-06DR-000122. DATE: 2/12/2013

**DEBTOR: MICHELLE J TSCHESTER,** CREDITOR: CACH LLC. AMOUNT: \$6057.73. CASE #C-12C-003004. DATE: 2/12/2013

**DEBTOR: ANN MONKIEWICZ,** CREDITOR: CACH LLC. AMOUNT: \$1289.49. CASE #C-12C-002866. DATE: 2/13/2013

**Weld County**  
**DEBTOR: WILLIAM SCOTT & SAMOA BROWN,** CREDITOR: JP

MORGAN CHASE BK. AMOUNT: \$0.0. CASE #2012CV800. DATE: 2/1/2013

**DEBTOR: PATRICIA A WELLS,** CREDITOR: WILLIAM T FOWLER. AMOUNT: \$14352.31. CASE #D-09DR000764. DATE: 2/11/2013

**DEBTOR: KIDZ ARK INC,** CREDITOR: ADAMS BK TRUST. AMOUNT: \$2264980.94. CASE #D-12CV-002029. DATE: 2/1/2013

**DEBTOR: RONALD F BEAL,** CREDITOR: MIGUEL MARTINEZ. AMOUNT: \$87000.0. CASE #D-12CV-001506. DATE: 2/1/2013

**DEBTOR: 21ST DEVL SOLUTIONS LLC,** CREDITOR: AGPRO ENVIRONMENTAL SERVICES L. AMOUNT: \$83327.78. CASE #D-12CV-000467. DATE: 2/1/2013

**DEBTOR: JENNY G DUNCAN,** CREDITOR: CAPITAL ONE BK. AMOUNT: \$12330.49. CASE #C-11C-007510. DATE: 2/1/2013

**DEBTOR: JONES STARR INC,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$6782.37. CASE #C-12C-008134. DATE: 2/1/2013

**DEBTOR: DONALD E MCCLOUD,** CREDITOR: CROWN ASSET

## INCUBATOR from 3A

tive fee structure, which will depend on what level of service a business desires, though it has not decided on exact figures.

Gudmundson declined to discuss the level of funding considered for the incubator.

CSU and CU-Boulder business schools have similar mentorship pro-

grams for students, but they aren't considered incubators. The incubator will be a first for UNC, not to mention Weld County.

Of course, there are incubators throughout the Front Range, including in Fort Collins, Boulder and Denver.

"We think that we're far enough

away that we have a market, an opportunity, to work with a lot of businesses," Gudmundson said. "And we think there's tremendous business potential."

The UNC incubator will work with representatives of Greeley's Northeast East Central Colorado Small Business Development Center

for referrals.

As for accepting tenants, the UNC incubator would screen applicants to ensure a match. It may refer businesses in the idea stage to the Small Business Development Center. After they find their footing, those startups could apply to join the UNC incubator.

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**FOR THE RECORD**

MANGEMENT LLC. AMOUNT: \$2520.15. CASE #C-07C-001691. DATE: 2/1/2013

**DEBTOR: RHONDA E ROBERTS,** CREDITOR: ASSET ACCEPTANCE LLC. AMOUNT: \$10068.11. CASE #C-11C-005146. DATE: 2/1/2013

**DEBTOR: JASON M ROTEN,** CREDITOR: DISCOVER BK. AMOUNT: \$5536.84. CASE #C-06C-003398. DATE: 2/1/2013

**DEBTOR: DORIS J SAENZ,** CREDITOR: CENTRAL CREDIT CORP. AMOUNT: \$955.39. CASE #C-12C-031106. DATE: 2/1/2013

**DEBTOR: STEPHANIE & DWIGHT MINNE,** CREDITOR: PROMENADE AT FOX RUN LLC. AMOUNT: \$35050.89. CASE #D-12CV-000622. DATE: 2/4/2013

**DEBTOR: JANET D THOMPSON,** CREDITOR: DON T YOUNG. AMOUNT: \$1464.39. CASE #C-11C-008861. DATE: 2/4/2013

**DEBTOR: THOMAS J & THOMAS TUCKER,** CREDITOR: WELLS FARGO BK. AMOUNT: \$4074.23. CASE #C-12C-009835. DATE: 2/4/2013

**DEBTOR: JASON W SHERRILL,** CREDITOR: FIRST NATL BK. AMOUNT: \$519178.21. CASE #D-09CV-000374. DATE: 2/4/2013

**DEBTOR: FATIMAH A KITWANNA,** CREDITOR: PREMIER MEMBERS FED CREDIT UNI. AMOUNT: \$5776.02. CASE #C-12C-030682. DATE: 2/4/2013

**DEBTOR: JOEL & JESSIE RENEE CROWE,** CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$956.96. CASE #C-12C-010035. DATE: 2/5/2013

**DEBTOR: BETH A SOUCY,** CREDITOR: WAKEFIELD ASSOC INC.

AMOUNT: \$4429.95. CASE #C-12C-009610. DATE: 2/5/2013

**DEBTOR: CHRISTOPHER PARKER,** CREDITOR: TROY CAPITAL LLC. AMOUNT: \$35660.82. CASE #D-12CV-000411. DATE: 2/6/2013

**DEBTOR: ROGER R SLAFTER,** CREDITOR: TROY CAPITAL LLC. AMOUNT: \$52824.72. CASE #D-12CV-000812. DATE: 2/6/2013

**DEBTOR: MITCHELL S LOMBARDELLI,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1128.9. CASE #C-12C-005657. DATE: 2/7/2013

**DEBTOR: DAVID J PLASTERS,** CREDITOR: CAVALRY SPV I LLC. AMOUNT: \$42331.75. CASE #D-12CV-000937. DATE: 2/8/2013

**DEBTOR: NRE EXCAVATING INC,** CREDITOR: LAFARGE WEST INC. AMOUNT: \$33372.41. CASE #D-12CV-000587. DATE: 2/8/2013

**DEBTOR: JAMES CLARK,** CREDITOR: ROBERT HANCOCK. AMOUNT: \$25423.65. CASE #D-10DR-001231. DATE: 2/8/2013

**DEBTOR: DAVID JONES,** CREDITOR: HAGEN MELUSKY INC. AMOUNT: \$3993.85. CASE #C-12C-007547. DATE: 2/8/2013

**DEBTOR: ELIAS & BEVERLY YBARRA,** CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$3106.44. CASE #C-12C-010252. DATE: 2/8/2013

**DEBTOR: JANET E BURNSIED,** CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$4589.25. CASE #C-12C-007087. DATE: 2/8/2013

**DEBTOR: REBECCA ARCHULETA,** CREDITOR: SPRINGLEAF FIN SERVICES INC. AMOUNT: \$4204.02. CASE #D-12CV-000772. DATE:

2/11/2013

**DEBTOR: KELLY A WILL,** CREDITOR: UFP LAFAYETTE LLC. AMOUNT: \$13205.42. CASE #C-13C-030088. DATE: 2/11/2013

**DEBTOR: MARIA SALAZAR,** CREDITOR: ELEOS SENIOR SERVICES INC. AMOUNT: \$398.0. CASE #C-10C-007349. DATE: 2/11/2013

**DEBTOR: LAVONNA K & GARY WHITE,** CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$6234.03. CASE #C-12C-009607. DATE: 2/11/2013

**DEBTOR: SHERRY & MIKE MEADE,** CREDITOR: WAKEFIELD ASSOC INC. AMOUNT: \$1846.79. CASE #C-12C-009863. DATE: 2/11/2013

**DEBTOR: FRANCISCA J PARKER,** CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$1908.74. CASE #C-12C-009211. DATE: 2/12/2013

**DEBTOR: KATHERINE YATES,** CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$1667.58. CASE #C-12C-009205. DATE: 2/12/2013

**DEBTOR: MARK D MARTTILA,** CREDITOR: CACH LLC. AMOUNT: \$7604.86. CASE #C-12C-010208. DATE: 2/12/2013

**DEBTOR: RAUL J ARELLANES,** CREDITOR: LIBERY ACQUISITIONS SERVICING. AMOUNT: \$1477.55. CASE #C-2011C76989. DATE: 2/13/2013

**DEBTOR: JOHN GIDUCK,** CREDITOR: KARL MONGER. AMOUNT: \$78.98. CASE #D-12CV-000128. DATE: 2/14/2013

**DEBTOR: ARCHANGEL GROUP LTD,** CREDITOR: KARL MONGER. AMOUNT: \$8131.5. CASE

#D-12CV-000128. DATE: 2/14/2013

**DEBTOR: DALE E ROSEMAN,** CREDITOR: PREMIER MEMBERS FED CREDIT UNI. AMOUNT: \$25709.97. CASE #D-12CV-030140. DATE: 2/15/2013

**RELEASE OF JUDGMENTS**

**Larimer County DEBTOR: ADAM L & STEPHANIE R HANCOCK,** CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$0.0. CASE #. DATE: 2/6/2013

**DEBTOR: SAMANTHA B GONZALES,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$9122.21. CASE #C-10C11652. DATE: 2/11/2013

**DEBTOR: MARY JO & MARY JO BANAHAN,** CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$11086.58. CASE #C-10C11431. DATE: 2/11/2013

**DEBTOR: MARY J BANAHAN,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$5856.91. CASE #C-12C6236. DATE: 2/11/2013

**DEBTOR: MARY JO BANAHAN,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1928.87. CASE #C-11C6400. DATE: 2/11/2013

**DEBTOR: MARY J BOONE,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$3135.01. CASE #C-11C6403. DATE: 2/11/2013

**DEBTOR: CURTIS G MILLER,** CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$0.0. CASE #C-2010C4557. DATE: 2/12/2013

**DEBTOR: ALAN C & CECILLIA R SNYDER,** CREDITOR: PAUL A & CINNAMON DUDLEY. AMOUNT: \$322801.96. CASE #D-09CV327. DATE: 2/4/2013

**DEBTOR: LYNN N PIKE,** CREDI-

TOR: NATL CREDIT ACCEPTANCE INC. AMOUNT: \$5306.67. CASE #C-06C-103753. DATE: 2/5/2013

**DEBTOR: HILARY A & HILARY RAINS,** CREDITOR: WELLS FARGO BK. AMOUNT: \$13897.77. CASE #D-11CV1200. DATE: 2/6/2013

**DEBTOR: JOYCE VORE,** CREDITOR: COLLECTION CENTER INC. AMOUNT: \$287.84. CASE #C-06C-106140. DATE: 2/7/2013

**DEBTOR: RICHARD R LAUE,** CREDITOR: COLO ST REVENUE. AMOUNT: \$25695.82. CASE #D-10CV-801410. DATE: 2/7/2013

**DEBTOR: SARAH M GRIFFITH,** CREDITOR: CITIBANK SOUTH DAKOTA. AMOUNT: \$2836.74. CASE #C-11C-005829. DATE: 2/11/2013

**Weld County DEBTOR: BRADLEY NELSON,** CREDITOR: CAPITAL ONE AUTO FIN. AMOUNT: \$0.0. CASE #. DATE: 2/1/2013

**DEBTOR: JEFFERY A FISHER,** CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$0.0. CASE #. DATE: 2/8/2013

**DEBTOR: THEA L POPPERT,** CREDITOR: CHASE BK USA. AMOUNT: \$0.0. CASE #. DATE: 2/11/2013

**DEBTOR: STEPHEN THOMAS BURNETT,** CREDITOR: GIBBS CONSTR CO. AMOUNT: \$46387.47. CASE #D-2011CV760. DATE: 2/4/2013

**DEBTOR: SUE SUE JONES,** CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$3572.84. CASE #C-11C-010738. DATE: 2/6/2013

**DEBTOR: JESSE AFTON PATRIDGE,** CREDITOR: ANDREA BATALLA. AMOUNT: \$135.0. CASE #D-11JV001187. DATE: 2/11/2013

**DEBTOR: TRACY TRENTLAGE,** CREDITOR: LIBERTY ACQUISITIONS LLC. AMOUNT: \$1075.0. CASE #C-2009C8416. DATE: 2/11/2013

**DEBTOR: TRACY TRENTLAGE,** CREDITOR: LIBERTY ACQUISITIONS LLC. AMOUNT: \$1075.0. CASE #C-2009C8416. DATE: 2/11/2013

**DEBTOR: TRACY TRENTLAGE,** CREDITOR: LIBERTY ACQUISITIONS LLC. AMOUNT: \$737.98. CASE #C-09C-008416. DATE: 2/11/2013

**DEBTOR: RICARDO CARDOZA,** CREDITOR: BELLCO CREDIT UNION. AMOUNT: \$8380.11. CASE #C-11C-009513. DATE: 2/12/2013

**DEBTOR: JOSEPH CAVANAUGH,** CREDITOR: JAYLYNN CAVANAUGH. AMOUNT: \$1565.2. CASE #ODR1517. DATE: 2/14/2013

**STATE TAX LIENS**

**Larimer County ADVER DEVL SPECIALISTS INC,** \$1375.93, CASE #10798, 2/8/2013.

**BILLET TECH LLC,** \$2244.92, CASE #11419, 2/12/2013.

**CHAD ALLYN AHNSTEDT CBC ENTERP,** \$749.77, CASE #11018, 2/11/2013.

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The Northern Colorado Business Report and Kennedy and Coe are pleased to open nominations for the 2013 CFO of the Year Awards.

# NORTHERN COLORADO CFO OF THE YEAR AWARDS

Northern Colorado  
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The Northern Colorado Business Report and Kennedy and Coe, LLC will recognize chief financial officers in our region whose efforts successfully navigate a company's financial future. Honorees will be recognized at the Bixpo 2013 Business Leaders Breakfast, September 11, 2013.

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NCBR.com

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Last name

Nominee company's name

Nominee company address - Street

Nominee company address - City, state, zip code

Nominee email

Nominee telephone

Company CEO's or owner's name

Company CEO's or owner's email    Company CEO's or owner's telephone

## Nominator Information

Nominator's first name

Nominator's last name

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Nominator's company's name

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## 2013 CFO of the Year Nomination

**Nomination deadline: August 1, 2013**

The Northern Colorado CFO Awards are presented to recognize chief financial officers in the Northern Colorado region whose efforts successfully guide a company's financial future.

Candidates for the Northern Colorado CFO Awards must meet the following three criteria:

1. Candidates for the Northern Colorado CFO Awards are the individuals responsible for the financial management of their companies. They may or may not carry the title of chief financial officer, but they carry the responsibilities of that office.
2. Candidates must work in Northern Colorado (Larimer and Weld counties).
3. The company for which the candidate works must be headquartered in Northern Colorado.

## Award Categories:

The Northern Colorado CFO Awards will be presented to CFOs in the primary three industry segments below. The private sector, for-profit segment has three categories ranked by employee base. Private sector not-for-profit organizations are divided into two categories based on focus. The final segment is for all governmental and public education entities. The final two awards are for specific accomplishments.

### PRIVATE SECTOR

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This category includes all governments, public agencies and public schools.

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**Candidates for the Northern Colorado CFO Awards must demonstrate achievements in the following two areas:**

- Advancing and contributing to the success of the company for which he or she works.
- Community involvement and leadership.

Please describe this candidate's achievements in these two areas in a narrative of not more than 200 words.

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# Council hurries into action, needlessly

No one likes over-intrusive government, certainly not conservatives and sometimes not even the most liberal liberals.

Gallup, in a survey in 2010, found record-high percentages of Americans who were critical of the size and scope of government. Nearly 60 percent of those polled said they thought the federal government had too much power, which was up eight percentage points from the



**EDITOR'S NOTEBOOK**  
Allen Greenberg

previous year.

I doubt those figures have gone in any direction but up in the past couple years.

So, could it be said that the Fort Collins City Council was inserting itself too deeply into the life and affairs of the citizenry when it



gave its preliminary OK to a ban on fracking within city limits?

Unfortunately, yes.

It's easy to see that the council

believed it was acting out of the best intentions: to protect residents from the perceived dangers of fracking.

The council tackled the question of

the ban at roughly the same time that an oil well a few miles east of the city had sprung a leak, spilling about 20 barrels an hour for a little more than a day.

I don't mean to suggest that a government shouldn't act in what it believes are the best interests of the people it represents.

It's just that, in this instance, the Fort Collins City Council didn't need to go as far as it did. More precisely, it didn't need to plop itself into a realm where a higher authority — state government — already was tending to matters. This is why the Gallup numbers are where they are.

Let's start by understanding that, thanks to state laws, oil and gas drilling already is now prohibited in nearly 90 percent of Fort Collins.

The council was aware of that, or should have been, but obviously didn't feel as if that was adequate.

Apparently, it felt that the state's

► See **Editor, 31A**

## Medicaid expansions: A boost to Colorado

If a company brought 14,357 new jobs to Colorado in 18 months, the business community would call it a major coup. Indeed, if you add the total Coloradans working for DISH Network, Comcast, and United Airlines — three of the major employers in the state — you would end up with roughly the same number.

With that in mind, a recent report shows that Colorado would gain 22,388 new direct and indirect jobs by 2026 (including 14,357 in the first year and a half of implementation) and spark \$4.4 billion in overall economic activity, if the state expands its eligibility requirements for Medicaid, the federal program which provides health insurance for low-income families and the disabled. Most of those new jobs will be added to the health care industry — a sector that is less susceptible to the ebbs and flows of the economy.

By comparison, about 21,000

people are employed at the Fitzsimons Life Science District, which includes the Anschutz Medical Campus and the Colorado Science + Technology Park. This region is considered by many "the crown jewel" of the nation's bioscience industry and is expected to contribute \$4.5 billion annually to Colorado's economy by the end of this year.

The report on the economic and budgetary impact of Medicaid expansion in Colorado was prepared by Charles Brown Consulting Inc., an independent economic and policy analysis organization.

Metrics like job creation and

gross domestic product speak volumes about the overall health of an economy. And by those measures, Brown's report, titled "Medicaid Expansion: Examining the Impact on Colorado's Economy," shows that the Colorado economy will grow more with Medicaid expansion than without it. In short, Medicaid expansion is good for Colorado's bottom line. Colorado Gov. John Hickenlooper is encouraging state legislators to support Medicaid expansion and legislation is expected to be introduced this session.

Commissioned by the Colorado Health Foundation, Brown calculated detailed projections on the costs, savings and economic impacts associated with expanding or not expanding Medicaid through fiscal year 2025-2026.

In addition to creating jobs and a positive effect on state's GDP, the

► See **Guest, 31A**



**GUEST OPINION**  
By Patty Silverstein

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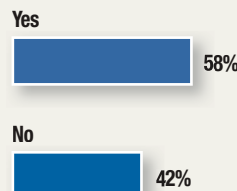
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### NCBR Opinion Poll

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**Should the U.S. end its subsidies of Big Oil?**



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VOLUME 18, ISSUE 13

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**EDITOR** from 30A

latest oil drilling regulations, set to go into effect this summer, also are inadequate.

The Colorado Oil and Gas Commission's new rules require oil companies that hope to drill within 1,000 feet of any building to take a series of steps to minimize their presence.

This includes employing "closed-loop" drilling that captures gases to reduce odors and emissions, as well as strict controls on noise, dust and lighting.

The rules also include the new,

much-publicized setbacks, widening the buffer between drilling and residences or businesses to a uniform 500 feet vs. 350 feet in urban areas and 150 feet in rural areas.

Also, no oil company can drill a well within 1,000 feet of schools, nursing homes or hospitals without a full-blown hearing before the commission.

The council should have given all of the above much closer attention before adopting the ban.

It might also have done well to wait for the results of a study of oil

and gas development emissions that is being undertaken by the state departments of Natural Resources and the Public Health and Environment.

But it didn't do any of the above and so now, Gov. Hickenlooper is talking about suing the city.

The state already has sued the city of Longmont over its oil and natural-gas drilling regulations. The Colorado Oil & Gas Association also is suing Longmont, contending that its fracking ban is illegal.

Perhaps a better path for the Fort

Collins City Council would have been to challenge the state's authority to lay down the law on these matters, rather than hurriedly adopting a ban that that courts are very likely to overturn.

If the council had been more thorough in its consideration and a bit more patient, the legal battles ahead surely could have been avoided.

*Allen Greenberg is the editor of the Northern Colorado Business Report. He can be reached at 970-232-3142 or [agreenberg@ncbr.com](mailto:agreenberg@ncbr.com).*

**GUEST** from 30A

report shows that Medicaid expansions will increase average annual household incomes by \$608 a year by 2026. For many Coloradans, that's significant money. An additional \$608 a year could be equivalent of one's holiday bonus, an iPad or a new set of tires – all of which stimulates the economy.

Apart from the tangential effects, Medicaid expansion also offers many other direct pluses for Coloradans. Under current law, the federal government will pay all expansion costs in Colorado from 2014 to 2016, with the fed's share gradually decreasing over several years to 90 percent in 2020 and future years.

But as Brown's report makes

clear, the economic benefits of expansion, coming from new jobs and other economic drivers, will help cover the gradual cost of expansion. Ultimately, economic growth from Medicaid expansion will generate more state tax revenues – an estimated \$128 million more by the end of 2026 – without increasing state tax rates.

If approved, Medicaid expansion would enable thousands of uninsured Coloradans to obtain health insurance, provided their earnings fall within 138 percent of the federal poverty level (FPL). This level currently equates to an annual income of \$15,415 for a single individual and \$31,809 for a family

of four — greatly benefiting many Coloradans who otherwise could not afford to buy health insurance. Additionally, Medicaid expansion will reduce the number of uninsured non-elderly Coloradans by 189,000 by 2026.

Expanding Medicaid eligibility will not only increase the access to health care for more low-income Coloradans and improve their health, it also will improve their financial well-being, due to lower out-of-pocket medical expenditures and less medical debt. Additionally, providing coverage to uninsured Coloradans will relieve financial pressures on hospital emergency rooms – where many uninsured

patients turn for uncompensated care.

Though Medicaid expansion clearly benefits low-income individuals and many of the state's uninsured, Brown's report confirms that what's good for the potential recipients also is good for Colorado's economy – and by default, for all Coloradans.

*Silverstein is president of Development Research Partners, an economic research firm specializing in economic and demographic research, industry studies, and economic and fiscal impact analysis. She can be reached at 303-991-0700 or [patty@developmentresearch.net](mailto:patty@developmentresearch.net).*

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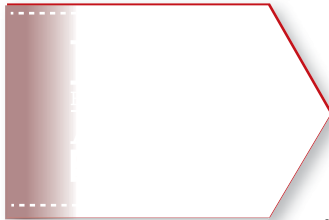
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SPECIAL SECTION B MARCH 8-21, 2013

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# Entrepreneurs deserve another ovation

**W**hile the Great Recession meant an economic slowdown for a time, you can only hold back the entrepreneurial spirit for so long. In the end, hard work, ingenuity and effective marketing once more proved to be the recipe for prosperity. And now that 2013 is off to a great start, so is the Bravo! Entrepreneur Awards program!



Our 2013 winners are leaders in a variety of industries, including manufacturing, restaurants, technology, marketing, the arts, automotive and a nonprofit organization — another great slice of

the Northern Colorado market.

The UNC Monfort College of Business continues to grow and promote entrepreneurship with its Entrepreneurial Challenge. Now in its fourth year, this program is paying out more than \$50,000 in prize money to the first, second-



**JEFF NUTTALL**  
*Publisher,  
 Northern Colorado  
 Business Report*

and third-place winners. I want to thank Dr. David Thomas for his continued leadership in this effort, as well as for spearheading the student judging for the Bravo! Emerging Entrepreneur Award.

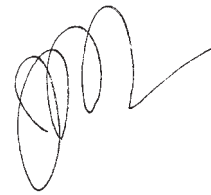
My sincerest thanks also goes out to our title sponsors: the Monfort College of Business and its E-challenge program, Otterbox, Palmer Florists, EKS&H and Home State Bank. On behalf of the members of the Bravo! Steering Committee – Upstate Colorado, the Northern Colorado Economic and Development Corp., the Fort Collins, Greeley and Loveland Chambers of Commerce and the Northern Colorado Business Report team — we thank you!

Additional sponsors that I want to recognize are the Social Media Pilots, DaVinci Sign Systems and our media sponsor, KUNC.

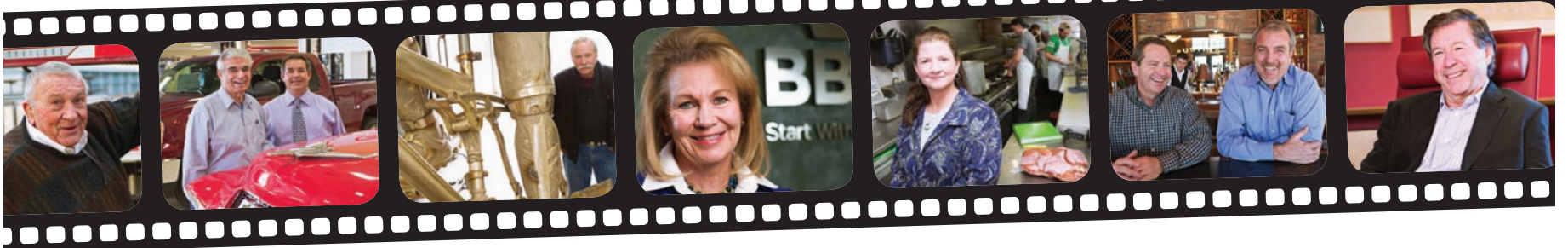
Lastly, I want to thank the entire Northern Colorado Business Report staff and especially our De Dahlgren for their help in producing this event, and Gregg Moss for assisting with the Monfort College of Business e-Challenge program.

Sincerely,

Jeff Nuttall  
 Publisher



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2013 Bravo!  
Entrepreneur

Fort Collins  
Steve Taylor, Scott McCarthy  
Hot Corner Concept

JONATHAN CASTNER

▲ Partners Steve Taylor (right) and Scott McCarthy, who met while working for Steak and Ale Restaurants in Dallas, may soon expand outside of Northern Colorado.

# Pleasing taste buds: Hot Corner Concepts

BY IVY HUGHES  
news@ncbr.com

Though vastly different in cuisine and atmosphere, restaurants in the Hot Corner Concept family — which include the Moot House, Austin's, Austin's Homestead, Enzios and Big Al's Burgers and Dogs — are among the most popular in Fort Collins.

Hot Corner Concepts Owners Steve Taylor and Scott McCarthy started teasing Northern Colorado taste buds when they took over the Moot House in 1988. Although the two have limited their business to Fort Collins, now that their children are older, they may bring one of their hugely successful concepts to another Colorado city. Whether that concept will include steak, pasta or dogs and burgers is TBD.

Taylor and McCarthy met while working for Steak and Ale Restaurants in Dallas. They bought the Moot House because they wanted to live in Colorado and now have five restaurants and 280 employees.

"I think everyone, especially in our business, dreams of owning their own restaurant," Taylor said. "I think it's this romantic notion of being self-employed and all the wonderful

things that come with it."

But the reality is quite different. To save money, McCarthy lived in the basement of Taylor's Fort Collins house and, although they had saved some money, the two 27-year-olds needed help in funding their acquisition of the Moot House.

"One of the bank presidents, after we finished our proposal, couldn't help but laugh at us," Taylor said. "He said, 'There's no way in God's green earth I'll be able to convince my board of this.'"

After watching the young men pitch eight banks, then-Moot House owner K. Bill Tiley loaned them the money himself. For a few lean months, McCarthy, Taylor and their wives washed dishes, cooked, waited tables and interacted with guests.

"We had maybe 12 or 15 guests at the beginning so I could sit at their table and literally watch them eat their meal," McCarthy said. "If there was something wrong with the meal, I could say, 'Steve, we gotta redo this.'"

McCarthy and Taylor eventually added staff — many of whom are still with them today — and started planning next steps.

"We always envisioned or dreamed

that we would be able to grow," Taylor said. "That wasn't serendipitous. The kids we hired were truly remarkable. They were as committed to our success as we were."

Taylor and McCarthy consulted and provided food for several businesses in an effort to save cash for their next venture — Sullivan's Sports Tavern.

"I went to the Northern Colorado Economic Development Corp. and said, 'Show me the most densely populated part of Fort Collins,'" Taylor said. "Then I knocked on all the doors of Campus West and said, 'If you're ever looking leave, we're looking to sublet.'"

Eventually, the owner of Valentino's called Hot Corner Concepts and in 1993, they opened Sullivan's.

By the 1990s, more restaurateurs like Taylor and McCarthy started looking downtown and, in 1997, they opened Austin's on one of the most visible corners in downtown Fort Collins. They replicated Austin's with Austin's Harmony Road in 2002, Austin's Homestead in 2005 and added Enzo's in 2006 and Big Al's

## Past Winners

### Fort Collins

- 2012 Bob Wilson, Columbine Health Services
- 2010 Curt Richardson, OtterBox
- 2008-09 Doug and Wynne Odell, Odell Brewing Co.
- 2007 Rulon Stacey, Poudre Valley Health Systems
- 2006 Terry Drahota, Drahota Commercial LLC
- 2005 Lori Schlotter, Colorado CustomWare Inc.
- 2004 David Bethune, Atrix Laboratories Inc.
- 2003 William Ward, Front Range Internet
- 2002 David & Jim Neenan, The Neenan Co.
- 2001 Spiro Palmer, Palmer Gardens
- 2000 Kim Jordan and Jeff Lebesch, New Belgium Brewing Co.
- 1999 Douglas Schatz, Advanced Energy Industries Inc.
- 1998 Kent and Gloria Sampson, Value Plastics Inc.

► See **Hot Corner, 10B**



*2013 Bravo!  
Entrepreneur*  
—  
*Loveland*  
  
George Lundeen,  
Mark Lundeen (not  
shown)  
Lundeen Sculpture

JONATHAN CASTNER

▲ George Lundeen and his brother Mark helped Loveland become a destination for sculptors.

# Lundeen displays a knack for business

BY IVY HUGHES  
news@ncbr.com

Sharing a workspace with a 12-foot bronze athlete or a bench with President Lincoln might be inspiring or intimidating, but for brothers Mark and George Lundeen of Lundeen Sculpture, it's part of everyday life.

The Lundeens are internationally renowned sculptors who have helped Loveland become a hallmark destination for sculptors. George's wife, Cammie Lundeen, is a sculptor, as is George and Mark's sister-in-law, Bets Holland Lundeen. Their brother, Nelse, does the number-crunching for the family business, which has taken over nearly a block of Loveland's East Fourth Street. Various children, grandchildren and cousins work for the eight-person outfit.

"Anytime you can get your friends or family to help you, support you or give you a push, it helps everything — your ego, your finances, everything," George said.

The Lundeen brothers' work is displayed in stadiums, corporations, universities and public spaces throughout

▶ See **Lundeen, 11B**

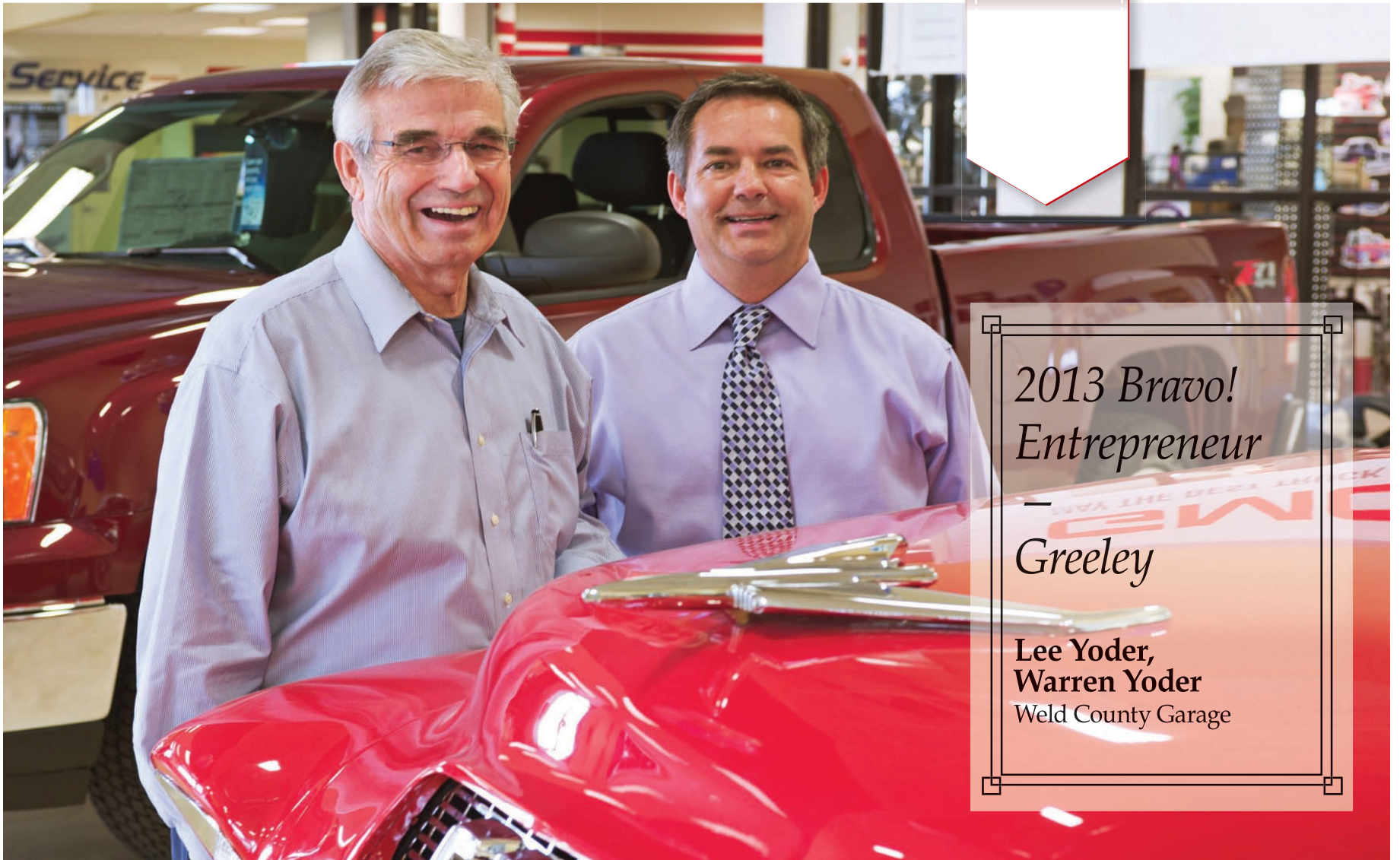
## Past Winners

### Loveland

- 2012** Marcia Coulson, Eldon James Corp.
- 2010** Aubrey Poore, Numerica Corp.
- 2008-09** Clayton Schwerin, Alliance Construction Solutions
- 2007** Linda Ligon, Interweave Press
- 2006** Susan Jessup, Sylvan Dale Guest Ranch
- 2005** Jerry Donnan, Kroll Factual Data Inc.
- 2004** Mark Burke, Burke Cleaners and Mister Neat's Formalwear
- 2003** Ervin Weinmeister, Super Vacuum Manufacturing Co.
- 2002** Jack Devereaux, Home State Bank
- 2001** Chad and Troy McWhinney, McWhinney Enterprises
- 2000** Bill Beierwaltes, Colorado Memory Systems, Colorado Time Systems, OnStream Inc.
- 1999** Dave Duke, Duke Communications International
- 1998** Thom Schultz, Group Publishing Inc.

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 —  
 Greeley  
 Lee Yoder,  
 Warren Yoder  
 Weld County Garage

JONATHAN CASTNER

▲ Lee Yoder and his son Warren (right) took over the business 30 years ago and have built it into a \$93 million-in-sales company.

# Revved up: Weld County Garage

BY IVY HUGHES  
 news@ncbr.com

In the early 1900s, Weld County Garage was the place to go for buggy repair. In the 1980s, well after cars surpassed horse-drawn carriages, it added appliances to its core business. Today, Weld County Garage and its sister business Herbies employ more than 170 people and claim more than \$93 million in annual sales.

Founded in 1908, Greeley's Weld County Garage is most closely associated with the father-son team of Lee and Warren Yoder, who took it over in the spring of 1982.

With an eighth-grade education typical of Amish families, Lee Yoder left the family farm in Kansas when he was 18 for Denver, where he eventually bought a service station. At 27, his mother died and, at 30, his father passed away.

"It was so traumatic, so I changed my career," Lee said.

He learned to sell cars from a neighbor, but was bothered by how some salesmen treated customers. He moved to a Greeley dealership

➤ See **Garage, 10B**

## Past Winners

### Greeley

- 2012 Bruce White and Dale Butcher, Conquest Oil
- 2010 Ted Warner, Connecting Point
- 2008-09 Trent Johnson, Greeley Hat Works
- 2007 Larry Seastrom, New Frontier Bank
- 2006 Roger Knoph, Envirotech Services Inc.
- 2005 Mark Kendall, Kendall Printing Co.
- 2004 Tim and Sally Warde, Northern Colorado Paper Inc.
- 2003 Tom Roche, Roche Constructors Inc.
- 2002 Ruben and Scott Ehrlich, Ehrlich Motors
- 2001 Jerry Morgensen, Hensel Phelps Construction Co.
- 2000 Bill Farr, Centennial Bank of the West
- 1999 John Todd, Toddy's
- 1998 Darrell McAllister, 1st Choice Bank

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—  
Outlying  
Communities

**Mike Burns**  
Burns Marketing  
Communications

JONATHAN CASTNER

▲ With more than 40 employees today, Mike Burns says he's looking for new space to accommodate his growing business.

## Burns' strategy: To stand out in its field

BY IVY HUGHES  
news@ncbr.com

### Past Winners

#### Outlying Communities

- 2012** Henry Obermeyer; Obermeyer Hydro, Wellington
- 2010** Bill Rankin, UQM, Longmont
- 2008-09** Mike McCurdie; SAFEbuilt, Windsor
- 2007** Martin Lind; Water Valley, Windsor
- 2006** Andy and Bob Brown; Harsh International Inc., Eaton
- 2005** Tom Baur and Garry Gorsuch; Meadowlark Optics, Frederick
- 2004** Mark Hopkins; Peak Industries Inc., Frederick
- 2003** Tom Gray; Gray Oil Co. Inc., Fort Lupton
- 2002** Israel "Izzy" Salazar; TSN Inc., Frederick
- 2001** Joe and Bob Raith; Morning Fresh Farms, Platteville
- 2000** Bob, Max and Dean Walker; Walker Manufacturing Co., Timnath
- 1999** Louis Lucio; Armadillo, LaSalle
- 1998** Bill Coleman; Colorado Greenhouse Holdings Inc., Fort Lupton

In 1972, a few years after college graduation, Mike Burns got the chance to help market the Stanley Hotel in Estes Park. The hotel had just come out of bankruptcy and needed some snappy promotion to let the public know it was once again ready for guests.

"I started a one-person agency in my bedroom and it's grown from there," said Burns, who is president of Burns Marketing Communications. "I was 22 and naïve."

Though perhaps unsophisticated at first, Burns was savvy enough that he soon hired a designer and nabbed another client — Epsilon Sigma Alpha International, the community service organization. Within two years, he had moved into an office in Fort Collins.

Today, Burns Marketing has 41 employees in Denver and Loveland and has represented clients such as HP, Vail Resorts, Seagate, Comverge, Life Technologies and Baxa. Although the Denver office only opened last summer, Burns already is looking for new space to accommodate his growing team.



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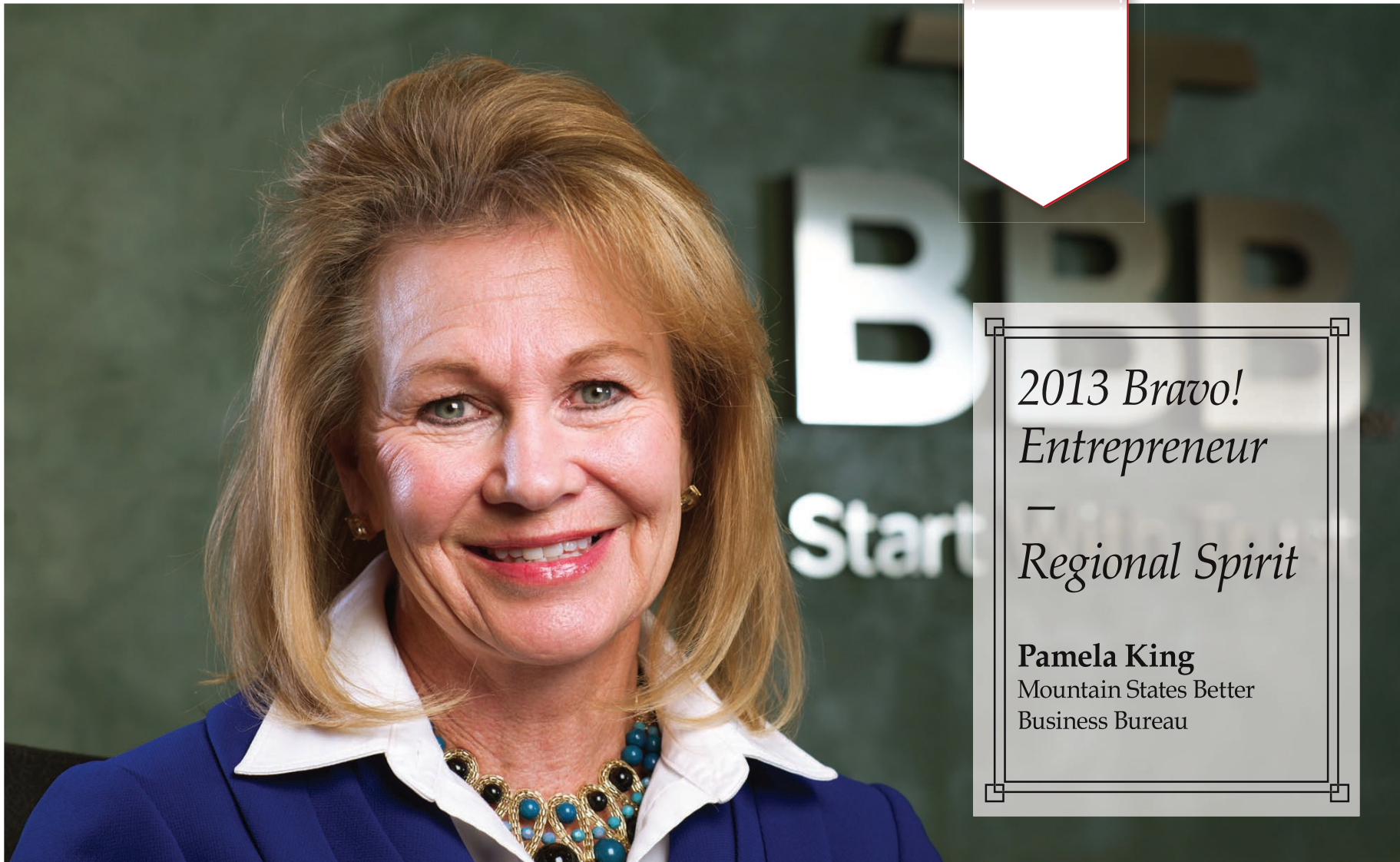








► See **BURNS, 12B**



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—  
Regional Spirit*

**Pamela King**  
Mountain States Better  
Business Bureau

JONATHAN CASTNER

▲ Mountain States BBB President and CEO Pamela King has been in her role since 1997.

# BBB vies to build trust in business

BY IVY HUGHES  
news@ncbr.com

Founded more than 100 years ago, the Better Business Bureau, which seeks to help consumers find and recommend trusted brands, has seen a lot of changes. Facebook, Twitter, Angie's List, TripAdvisor and other social media forums and websites today give customers a large platform from which to issue complaints and exchange information.

"It has certainly complicated business," said Mountain States BBB President and CEO Pamela King.

To better help its members, King has made technology engagement a Mountain States BBB cornerstone.

"Our mission is to create trust between buyers and sellers. People would rather talk about a company than to a company," King said.

That may be, but the Mountain States BBB often finds itself helping members with dispute resolutions. "Our job is to try to come up with a solution so both parties feel satisfied with the resolution," she said.

King, who assumed her role in 1997, was instrumental in growing the Mountain States BBB's team and increasing its technology presence.

► See **BBB, 13B**

## Past Winners

### Regional Spirit

- 2012** CSU College of Veterinary Medicine, Fort Collins
- 2010** Area Chambers of Commerce (Fort Collins, Greeley, Loveland)
- 2008-09** CSU Office of Economic Development, Fort Collins
- 2007** AIMS Community College, Greeley/Loveland
- 2006** Premier Colorado, Fort Collins
- 2005** New Belgium Brewing Co., Fort Collins
- 2004** Monfort Family Foundation, Eaton
- 2003** The Bohemian Foundation, Fort Collins
- 2002** Longs Peak Council of the Boy Scouts
- 2001** State Farm Insurance Co., Greeley/Evans
- 2000** Greeley Independence Stampede, Greeley
- 1999** Eastman Kodak Co. (Kodak Colorado Division), Windsor
- 1998** Hewlett Packard Co., Fort Collins

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Emerging  
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Betsy Craig  
MenuTrinfo

JONATHAN CASTNER

▲ MenuTrinfo founder and CEO Betsy Craig likes to say her company “keeps the hospital out of hospitality.”

# MenuTrinfo cooks up recipe for growth

BY IVY HUGHES  
news@ncbr.com

## Past Winners

### Emerging Entrepreneur

- 2012 Justin Bzdek, Symbios Technologies
- 2010 Guy Babbitt, Czero, Fort Collins
- 2008-09 Kelly Giard; Clean Air Lawn Care, Fort Collins
- 2007 Steve Byers; EnergyLogic, Berthoud
- 2006 Kevin and Paul Brinkman; Brinkman Partners, Fort Collins
- 2005 Paul and Nenita Pelligrino; Nita Crisp Crackers, Fort Collins
- 2004 Bruce Golden, Bernard E. Rollin and Ralph V. Switzer Jr., Optibrand Ltd. LLC, Fort Collins
- 2003 Tom and Kristi Johnson, Bingham Hill Cheese Co., Fort Collins
- 2002 Maury Dobbie, MediaTech Productions, Fort Collins
- 2001 Jeff Whitham, Encorp Inc., Windsor
- 2000 Tim Gan, OpenLGR.com, Fort Collins
- 1999 Eastman Kodak Co., Windsor
- 1998 Hewlett-Packard Co., Fort Collins

Starting this April, the federal government will require all restaurants to include calorie information on their menus and to make additional nutritional information available on request. So far, few companies offer software that allows restaurants do this, and just one might have what could be viewed as a truly comprehensive solution.

Fort Collins-based MenuTrinfo analyzes a restaurant’s menu so restaurant owners can identify caloric content, allergens and other dietary components. In other words, MenuTrinfo can provide a diabetic with the exact number of carbohydrates in an entree or tell a celiac if the secret ingredient in a fish sauce includes gluten.

MenuTrinfo founder and President Betsy Craig likes to say MenuTrinfo “keeps the hospital out of hospitality” by preemptively letting consumers know the details of what’s passing their lips.

“The important part is that we go to sub-particle ingredients,” Craig said. “If you’re allergic to fish, you need to know not to use the Worcester sauce that contains traces of fish. That could

➤ See **MENUTRINFO, 13B**

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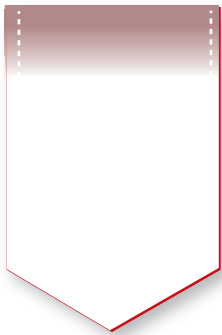
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JONATHAN CASTNER

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—  
*Lifetime  
Achievement*  
**Loren Maxey**  
Maxey Cos.

▲ Loren Maxey has grown his company into a 45-person custom manufacturing operation.

# Maxey: designer, problem solver

BY IVY HUGHES  
news@ncbr.com

The best piece of business advice Loren Maxey, former president of Maxey Cos., ever received was this: “Hang in there and look for opportunities. They don’t just come to your door, you have to seek them out.”

As obvious as that might sound, it was advice that has helped Maxey and his progeny to land business in the beet, snow sport and pizza industries, among others.

Maxey puts his own additional twist on the point: “You’ve got to look for problems that you can help somebody solve,” he says.

That approach has helped Maxey Cos., a Fort Collins-based custom manufacturing company, grow into a 45-person outfit that designs trailers and truck bodies.

Maxey, an Illinois farm boy who became an agricultural engineer, bought Maxey Manufacturing in 1969. At that point, it had five employees and a contract to build center pivot sprinklers. Less than a year later, the company that contracted him to build the sprinklers went bankrupt.

Anxious to find work, Maxey

## Past Winners

### Lifetime Achievement

- 2012** Norm Dean, Greeley
- 2010** Don Churchwell, Loveland
- 2008-09** Gene Markley, Fort Collins
- 2007** Larry Kendall, Fort Collins
- 2006** B.D. “Pete” Peterson and J. Barney Flood, Greeley
- 2005** George Hall, Greeley
- 2004** Bill Neal and Leo Schuster, Fort Collins and Loveland
- 2003** Kathryn Hach-Darrow, Loveland
- 2002** Bob Tointon, Greeley
- 2001** Tom Gleason, Fort Collins
- 2000** Ken Monfort, Greeley
- 1999** Bob Everitt, Fort Collins
- 1998** W.D. Farr, Greeley

turned another company’s problem into an income source. At the time, a railroad company needed help converting a Fort Collins sugar factory into a modular home factory. Maxey offered to oversee the structural steel work, creat-

► See **MAXEY, 15B**

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**Brad Cheelde**, Senior Vice President of Business Services, WOW! Internet, Cable & Phone



**Brad Florin**, Managing Principal, Florin, LTD and CEO, Bizmo.com



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### HOT CORNER from 3B

in 2010.

"Typically, the food is what Scott and I like to eat," Taylor said of developing each concept.

Big Al's was the biggest deviation from the Hot Concepts norm. Not only does it feature dogs and burgers where the other restaurants feature steak and salmon, Big Al's is the most sustainable of all the restaurants. Primarily constructed with materials from the Steele's demolition, everything aside from condiment packets is compostable and the "tip jar" or "Big Change" jar, raises money for local charities. Taylor and McCarthy match all donations. So far, local charities have benefited from approximately \$35,000 in big change.

"There's a collaborative piece that comes into developing a restaurant concept but it's typically between the two of us," Taylor said. "With Big Al's, we had a larger group of people within our organization around the table to help us inspire this restaurant. We will continue to use this

### GARAGE from 5B

that better reflected his values and in 1982, he bought Weld County Garage. At the time, Weld County Garage had 36 employees and \$6 million in sales. Fifteen years later, Weld County Garage was up to 150 employees and \$77 million in annual sales.

"I'm not smart about business and I haven't had a lot of training in the philosophy of business, but I lose sleep if I've lost a customer," Lee said.

While Lee doesn't have an MBA, his office is overrun with business books and his focus on ethical business practices has allowed him to attract lifelong employees, many of whom have worked for the Yoders for more than 30 years.

"If you're arguing over a \$10 taillight lens and over a lifetime that customer is worth \$350,000, to trade \$10 just to win a battle is so stupid," Lee said. "We've latched onto people who think that way. It has to be good for everyone."

Not only do the Yoders strive to put employees in roles that match their skills and interests, they also allow employees to make decisions. Warren, who took over Weld County Garage in 2000, gives every employee — from parts staff to sales people — the discretion to fix up to a \$500 mistake without approval.

"It's a big thing to give them an opportunity to grow without micromanaging them. I'm not one to put my finger on every decision," Warren said.

Like any business, Weld County Garage has seen its share of ups and

process. The result was extraordinary instead of great."

Taylor and McCarthy haven't opened a restaurant outside of Fort Collins for two reasons: One, they didn't want to overextend themselves while their kids were young. Two, they say they haven't been able to replicate Fort Collins' talent pool.

"The difficulty of our business is finding people that you can say, 'This is the result that we're looking for, here are the loose rules,'" Taylor said. "The objective is making people happy and serving great food."

While Taylor and McCarthy acknowledge that Austin's would be the easiest concept to expand since they've already replicated it once, that doesn't mean it's their favorite or most successful restaurant.

"If you had kids and someone asked you which of your children is the smartest and the most beautiful, would you ever be able to answer that question?" Taylor asked. "Everyone who works for us thinks their restaurant is the most successful and we really appreciate and admire that."

downs.

In 1999, the Yoders' J.D. Byrider franchise lost its line of credit and Lee had to lay off 36 employees two weeks before Christmas.

"That caused me to get really close to this business," Lee said. "I know every part of it because of the need."

Capitalizing on consumers' need for credit during the recession, the Yoders opened Herbies, a used-car operation that provides financing for buyers who typically struggle to secure a conventional loan. In the first month, Herbies sold four cars. Today, Herbies has 70 employees (up from three) and sold approximately 1,100 cars in 2012.

"If you just look at the bottom line in this business, you'll hurt people," Lee said. "It's a need store, not a want store."

The Yoders are now talking to Francorp, the franchising entity that backed McDonald's and Jimmy Johns, about starting a Herbies franchise.

"Our customer is the guy that sweeps the schools, the guy who works in a gas station — you'd probably miss him more than your attorney if he didn't show up for work," Lee said.

Herbies has what some might consider an unusual workforce — former addicts and convicted criminals are among its staff — but like Weld County Garage, Herbies employees are loyal. "People have been here for 12, 14 years," Lee said.

How smooth-running is the place?

"This time in my life is perfect," Lee said. "I can leave for a month at a time and it runs just as perfectly as if I were here."

**LUNDEEN** from 4B

the country.

They are perhaps best known for George's rendition of pioneer aviator Elrey B. Jeppesen, on display in the Jeppesen Terminal at Denver International Airport, and Mark's "Astronaut: Portrait of Jack Swigert," which can be viewed in Statuary Hall in Washington, D.C.

The Lundeen brothers grew up in Holdrege, Neb. Their father was an insurance agent, but he was also an inventor and supported his kids' creative inclinations.

In the 1970s, George moved to Loveland from Nebraska after discovering Art Castings of Colorado, which was and still is, one of the premier bronze-casting foundries in the world. Although George had degrees and experience supporting his experience as an artist—he was a Fulbright-Hayes Scholar for fine art and had taught ceramics and art appreciation at the University of Nebraska, Carnegie—the foundry didn't need an artist, it needed a floor sweep.

But George understood the intrinsic value of working as a cog of one of the world's greatest bronze-casting foundries and took the job.

"When you're put in a place like the foundry, it's like a big wheel," George said. "At the center is the foundry. Then

there's the artists. It doesn't mean we were very successful, but it allowed us to deal with art galleries and we got to know them because we worked with them pretty much every day."

When gallery representatives visited the foundry, George made sure his work was on display. A year and a half later, he got a call from a Chicago gallery asking for 20 pieces for an opening.

"I told them I had 17 pieces or 18 pieces, but actually I didn't have any," George said. "I had six months to get ready. I worked day and night and had 25 for the big show."

After the show, he opened a studio in Loveland and started selling work throughout the West.

"I think there's a lot of truth to the idea that in business, it's not what you know, but who you know," George said.

Mark joined George in Loveland after a post-college trip around Europe left him anxious, interested and ready for something different.

"He didn't want to stay in middle Nebraska," George said. "He worked for me for about a year-and-a-half and then started sculpting. Right away he was very successful."

Mark opened a studio down the street from George and started selling his own work in 1983.

"I started working with George and really enjoyed what I was doing," Mark said. "I figured if George could do it, I could do it."

Lundeen Sculptures produces about six new sculptures annually, depending on commission size, and participates in three to four shows. At any given time, the Lundeens' work can be seen in 18 to 20 galleries around the country.

While remarkable Loveland foundries such as Art Castings of Colorado and Bronze Service of Colorado attracted sculptors to Loveland, the strong sculpting community and the successes reaped by that community have turned Loveland into a haven for artists.

Today, Loveland has the largest outdoor sculpture event in the country—the Loveland Sculpture Invitational—and is the annual meeting ground for the National Sculptor Society.

The Lundeens, it's fair to say, had a lot to do with helping Loveland establish its reputation and profile as an arts town.

"It's fun to see how Loveland has transpired from a sleepy retirement town to a city known for its sculpture," George says.

To further support Loveland's sculpting community, the Lundeens and a few other local artists started the Artists' Charitable Fund 20 years ago as a way to help artists during medical hardships.

"A lot of artists don't have insurance," George said. "This helps them get through—helps them with the rent, clothes for their kids, stuff like that."

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**BURNS** from 6B

"I spend a lot of time – most of my time – looking for new, excellent talent," Burns said. "Even if we're not hiring, we're recruiting in hopes that a position will open."

Many of Burns' employees have found him, often coming across the firm while planning a move to Colorado.

Burns has a formula when it comes to getting the best work out of his people.

"We try not to box creatives in," he said. "Every idea is a good idea and we eventually settle on one. There's also a collaborative approach in that we don't rely on one person to come up with a winner. We work as a team."

This approach has, in large part, kept Burns Marketing busy at a time when rapid changes in technology and consumer outreach have left others in the business panting to keep up.

"We're on the cutting edge of technology in terms of marketing," Burns said. "Things change almost daily or monthly now. Several years ago, direct mail, phone solicitation or print were your primary avenues. Now there's social media and your ability to reach and target potential customers is mind-boggling."

Burns Marketing specializes in business-to-business marketing in the life sciences, technology, energy and financial services industries. As a result, consumers never see much of the company's work.

For example, one client charged Burns Marketing with selling software to the CEOs and CIOs of gaming companies such as EA Sports. The Burns team sent blow-up footballs to sports gaming developers and gnomes to dungeon-and-dragon type developers directing them to web landing pages that included creative, fun, informative videos.

"The result was that our client met their annual sales targets in three months," Burns said. "There was something like a 40-percent response, which is just unbelievable."

Last year, Burns Marketing grew by 20 percent. Burns expects the company to grow by another 20 percent in 2013.

As the company has grown, so has its commitment to area nonprofits. Currently, Burns Marketing is donating \$60,000 of in-kind services to the Rocky Mountain Innosphere in Fort Collins to help promote companies in the incubator.

Burns also provided marketing and branding services to Roundup River Ranch, which is part of the Paul Newman Hole in the Wall Camps designed to provide free summer camp experiences for seriously ill children. Burns' team took a trip to the ranch, which is in Avon, Colo., and built decks and put beds together

to get the camp ready for campers.

Burns Marketing also helped one of its first clients raise more than \$150 million for St. Jude Children's Research Hospital.

"This aspect (community service) has come along as the company's matured," Burns said. "I think it's the right thing to do. We spend a lot of time and effort raising money for the kids at St. Jude's. We've seen what that's resulted in and it's been kind of a guiding light for other things we do philanthropically."

As a result of its philanthropic work, Burns Marketing received the best corporate citizen designation from the Coloradoan and a Torch Award in corporate ethics from the Mountain State Better Business Bureau.

"We not only want to do well for our clients, we want to give back to the community and make this a better place," Burns said.



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**MENUTRINFO** from 8B

be ER-seeking for you.”

Craig had a number of years of business experience before starting MenuTrinfo – she had a small window-cleaning business – and extensive background in food service. Craig’s family ran a butcher shop. When she was old enough, she started working in a steakhouse and eventually managed restaurants on the East Coast.

She started MenuTrinfo three years ago after suffering from scleroderma, which is a chronic autoimmune disease that hardens connective tissues.

“I discovered that what I had to eat had an impact on my health,” Craig said.

A friend posted an article on Facebook about a federal mandate that, at that time, would have required restaurants to include the top 13 pieces of nutritional information on menus by

2013. Craig mentioned the article to her husband, who is a software developer and, in an hour, they started work to develop MenuTrinfo.

“He figured out the software and I figured out who was in the marketplace and that’s how we got started,” Craig said.

Craig cashed in a 401(k) she says was, thanks to the economy, more of a “201k,” set up an office in the basement of her empty nest, learned to build a website by attending local meetups and enrolled in a Rocky Mountain Innosphere-sponsored FasTrack entrepreneur class.

A few months after Craig had the idea for MenuTrinfo, she nabbed her first client – a Baltimore deli that delivers meals to John Hopkins University.

MenuTrinfo, which is 100 percent self-funded, is now cash-positive. Craig has been approached by three different funders and is finally consid-

ering accepting a round of funding to help with expansion.

“We now have hundreds of clients and have done thousands of menu items all over the country,” Craig said. “We have added more than 15,000 new items to our database based on what the restaurants are doing.”

Since launching in February 2010, MenuTrinfo has more than doubled in terms of clients and revenue every year.

“See how all things worked together for good?” Craig said. “It’s amazing that when you need things, they show up.”

Craig has five employees in Fort Collins and 13 individuals that represent the brand in other parts of the country who receive commissions for generating leads.

“We started that a year ago and that’s part of the reason we’re growing exponentially,” Craig said. “We’re

working smarter, not harder.”

Fifteen months ago, Craig, launched a training program that complements MenuTrinfo. AllerTrain provides online and in-person allergy and gluten training for restaurant staff.

“In almost every class someone thinks allergens are cooked off because the oil is hot, but that’s not true,” Craig said. “That’s what can kill somebody.”

Craig said AllerTrain is the only accredited gluten-free and allergen training program that’s been on the market for more than a year.

“A lot of providers out there want their employees to have a base knowledge and we’re the best when it comes to that subject matter,” Craig said.

Craig expects to double her staff this year and is running out of space in her downtown Fort Collins office.

“I’ve lost my mind, but in a good way,” Craig said about her success.

**BBB** from 7B

When King joined the organization, seven employees handled most complaints by phone. Today, it has 18 employees including search engine optimization researchers who help boost members’ Google rankings.

The Mountain States BBB serves 38 counties in Wyoming and Colorado. Its accredited members have increased from 1,700 in 1997 to more than 3,500 at the close of the 2012.

Thanks to the web, the organization is dealing with many more “instances of service” today than ever. That measure is up from 34,000 in 1997 to 1.1 million in 2012. Approximately 800 area businesses apply for accreditation annually.

King has put a strong emphasis on ethics in her tenure. The Mountain States BBB is one of 10 original BBBs in what is now a 25-organization strong Center for Character Ethics.

The centers organize national

speakers and ethics-based programming for area businesses. Several of the centers, including the Mountain States BBB, host a Torch Awards for Ethics each year. In the Colorado/Wyoming area, the Torch Awards for Ethics have recognized area businesses committed to ethical practices for 14 years.

Also, through a partnership with Fort Collins Rotary Club, the Mountain States BBB each year awards a \$5,000 ethics scholarship to a

high school junior or senior. So far, \$60,000 in scholarships have been awarded.

The organization also designed an ethics boot camp for Colorado State University freshman and connects university students to business leaders.

“I think there’s a really nice ripple effect in all of this,” King said. “The intent is to get kids interested in ethical decisions and give them an opportunity to talk to someone in the community.”

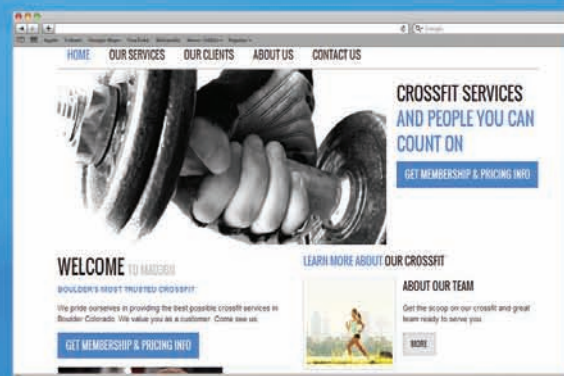
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**MAXEY** from 9B

ing a paycheck for himself and his employees.

The trailer business, a core component of Maxey Cos., came about when Maxey was asked to build a trailer that could haul a small loader.

“Our trailers division continues to grow because we can bring different styles of trailers from different manufacturers,” Maxey said. “There’s probably more than 100 different trailers on our lot – trailers for snowmobiles, ATVs, horses – you name it we have it.”

Although patents are uncommon among small-equipment manufacturers, Maxey has three.

The first allowed Maxey to innovate in the beet-bed industry, which Maxey entered after a farm equipment contact told them beet-bed

manufacturers were overwhelmed with work. And when the beet industry slowed, Maxey moved into the snow-sport industry.

Using what eventually became a second patent, Maxey helped the ski industry – specifically Winter Park Ski Area – develop a small earthmover that carried snow from the tops of trees and sides of the mountain to the runs.

“For 15 years we sold these across the country,” Maxey said. “Vail had four snow movers at one time, which allowed them to stay open one year through Easter. They did well enough to pay for the equipment in one year.”

As ski slopes exchanged snow movers for snow-making machines, the need for Maxey’s product disappeared. Using technology similar to that developed for the ski industry, Maxey started producing groomers

for snowmobiles.

Maxey’s son Carl, who started managing the business in 1987 and became president of Maxey Cos. last year, has used his father’s motto of finding and fixing problems as a guidepost and now has Maxey Cos. making trailers for pizza ovens.

“I think our largest customer is in Boulder,” Maxey said. “That’s worth a separate article.”

Carl Maxey started taking over for his father when Maxey was elected to the Fort Collins City Council in 1987, a tenure that lasted until 1993 but has extended into a laundry list of community involvement.

Maxey has served as a volunteer or board member with Elco Water, the Landmark Preservation Commission, the Larimer County Red Cross and the North Poudre Irrigation Board and Roundtable. In 2012,

Maxey became the longest-serving member of the Larimer County Fair Board, which he joined in 1990. He also often serves as an elder in his church and had a significant role in preserving the old Fort Collins Water Works facility.

“I felt Fort Collins was a place I wanted to stay and I wanted to influence how it evolved,” Maxey said of his civic commitments. “These different involvements were a way to participate and give back.”

Maxey remains involved in Maxey Cos., though he’s whittled his hours down to half a day a week, and keeps himself busy with a 200-acre cattle and hay business near the old downtown airpark.

Oh, and he builds fences as a hobby.

“It’s given me a lot of opportunity for exercise,” he said. “It gives me excellent energy.”

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