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Section B

Northern Colorado BUSINESS REPORT

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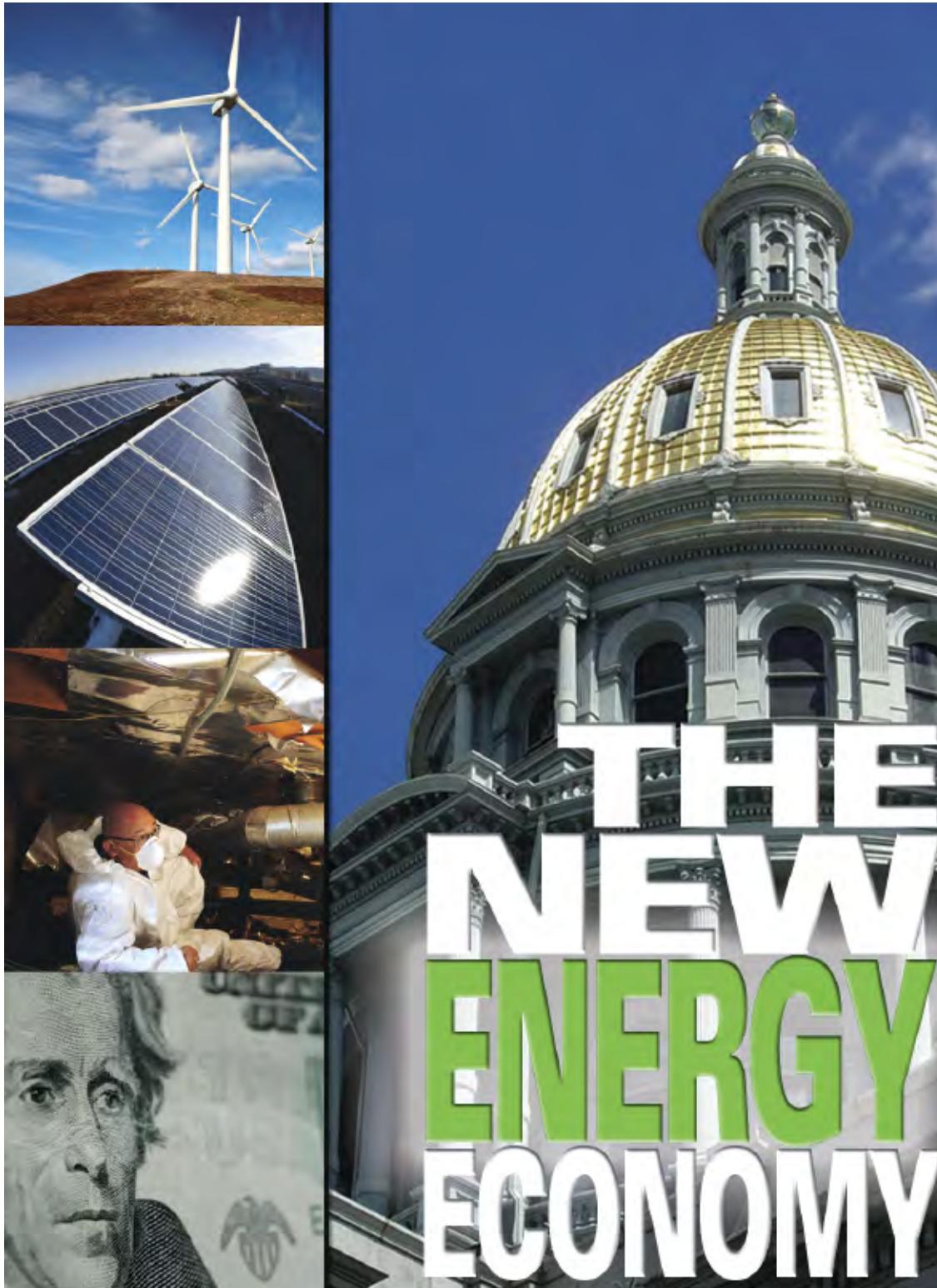
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Capital building image courtesy www.coloradoindependent.com

Former Iron Mountain complex set for rebirth?

Brokers predicting influx of activity later this year

By Steve Porter
sporter@ncbr.com

WINDSOR — The former Iron Mountain Autoplex is showing signs of a possible rebirth of business activity. One of the former car dealership buildings and the surrounding land was purchased last month by Windsor developer Martin Lind and another is reportedly under negotiation for a Bobcat of the Rockies dealership.

Lind, developer of the mixed-use Water Valley development in south Windsor, bought the 10-acre parcel and the building that formerly housed a Chevrolet dealership for \$2 million. The 42,000-square-foot building was owned by Compass Bank and had been listed for \$4 million.

Ryan Bach, managing broker at Remax Eagle Rock and real estate director at Water Valley Land Co., said Lind isn't yet ready to reveal what he plans to do with the parcel, which is just south of several others he owns in the vicinity. Altogether, Lind owns about 72 acres in and around the former Iron Mountain Autoplex.

"There are some plans in the works and we're meeting with some folks," Bach said. "It will be very exciting."

The property was sold by
See IRON, 27A

Will Ritter's boom go bust under budget shortfalls?

By Joshua Zaffos
news@ncbr.com

Ritter's new office at Colorado State University's Center for the New Energy Economy within the School of Global Environmental

Sustainability. The policy center and Ritter's post as its director

See NEW ENERGY, 16A

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Energy park approval lights up future employment

Energy Park takes advantage of north Weld County area

By Steve Porter
sporter@ncbr.com

ROCKPORT — Craig Harrison is the first to admit he couldn't have found a better site for his proposed Niobrara Energy Park.

Harrison, owner of Loveland-based Harrison Resource Corp., started looking for the best possible site for a hybrid energy park about a year ago. The square-mile site he picked is in northwest Weld County, between the tiny towns of Rockport and Carr — so small their population is not listed on most maps — and just a few miles south of the Wyoming border. He purchased the parcel last August for \$500,000 from Don and Jean Chadwick of Eaton, according to records from the Weld County clerk's office.



HARRISON

The site itself has little to draw the eyes to — just a windswept 640 acres of scrubby, high desert. But it's mostly

what can't be seen that's the real attraction.

Running parallel to the property and buried underground are pipelines to deliver gas from the fast-developing Niobrara oil-and-gas play in the surrounding area. Also under the ground nearby are fiber optic lines to transmit information from an envisioned onsite data center.

"It's right next to one of the largest fiber optic highways in the country," said Harrison, noting that the site offers year-round temperatures that help keep computers cool.

What can be seen at the property, about 35 miles north of Greeley, are electrical transmission lines along the property's southern boundary that Harrison says could be connected to projects planned for the park, including a solar energy farm.

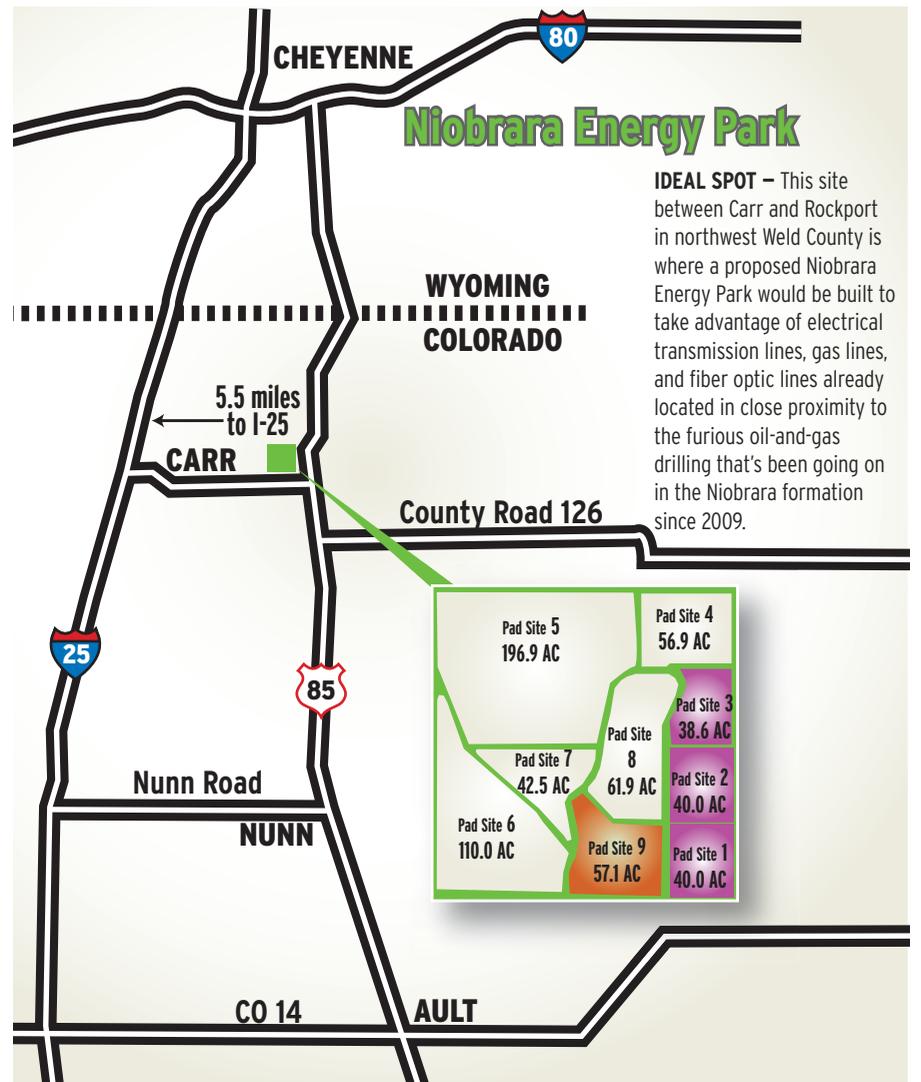
"This project sits on a massive infrastructure grid that's already in place," he said. "There's electric transmission lines, gas lines, fiber optic lines. It's a perfect location."

Commissioners excited

Harrison's proposal recently won the unanimous endorsement of the Weld County Commissioners, who lauded the energy park as a potential job-producing engine.

"Obviously, No. 1 is the creation of

See ENERGY PARK, 26A



INFORMATION FROM HARRISON RESOURCE CORP.; MAP CREATED BY BERNIE SIMON, NORTHERN COLORADO BUSINESS REPORT



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THE EYE

Even guide dogs should see the doc

Colorado State University offering free eye exams for service dogs — yes, including guide dogs for the blind — might sound like a joke, but it's clearly not.

CSU veterinarians and vet students will provide the exams May 6 at the university's **Veterinary Teaching Hospital** in Fort Collins.

Qualifying service dog groups include guide dogs, handicapped assistance dogs, detection dogs, police dogs, search-and-rescue dogs, and certified, trained therapy dogs from the **Delta Society**. Qualifying dogs also include those from local pet therapy groups such as the **Larimer Animal People Partnership** and **Human Animal Bond** in Colorado. Dogs must be active working dogs certified by a formal training program or organization or currently enrolled in a formal training program.

Perhaps you're wondering how Fido can read the fourth line from the bottom to the eye doctor. And how the board-certified ophthalmologist can get through the "lens 1 or lens 2" test without the pooch licking her face. Obviously *The Eye* has seen its share of ocular exams.

Well, the exam itself is less about canine contact lenses and more about looking for optical problems including redness, squinting, cloudy corneas, retinal disease, early cataracts and other serious abnormalities.

As for the glaucoma test? Rumor has it that the dogs pile into the car and a vet drives them down I-25 while they hang their heads out the window.

Contact the CSU Veterinary Teaching Hospital at 970-297-4136 for more info.

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Little towns post big population growth

Census figures show Firestone, Severance tops in growth in state

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

FIRESTONE — Firestone Mayor Chad Auer was astounded when he first heard that this once-tiny southwest Weld County town was the fastest-growing community in Colorado during the 2000s.

But Auer said the town knew it was growing quickly, and always viewed the situation positively.

"It's been good," he said. "We had a

vision that growth was going to happen and we've embraced that."

Auer said that included reaching out to the development community and taking a risk on investing in infrastructure like roads and sewers and water supplies to keep up with growth as it occurred.

"We just wanted to create a community where growth could happen in a way that wasn't chaotic but logical and sustainable," he said.

Firestone increased its population five-fold between 2000 and 2010, according to figures recently released by the U.S. Census Bureau. Auer said the rapid growth changed the town dramatically.

"When you go from a little under 2,000 to more than 10,000, the vast majority of us are new," he said. "So it's important to cre-

ate a sense of community so we can come together as a community. Creating a new community — that's a uniquely Western opportunity."

Location, location

Coming in just behind Firestone as the fastest-growing community in Northern Colorado and the state in the 2010 census was Severance, another Weld County town that saw its population shoot up by 430 percent between 2000 and 2010.

Severance's growth was just as dramatic as Firestone's, going from a hamlet of 597 people to more than 3,100 residents. John Holdren, Severance town manager, attributes the rapid growth to the town's location just north of Windsor and easy access to

See **CENSUS**, 24A

F O C U S

All relative in multi-generational firms



Kate Hawthorne, Northern Colorado Business Report

LONG TIME IN LOVELAND — Dan Stroh and his wife, Deb, and son, Faren, work under the same real estate roof as his parents did before him, in downtown Loveland at the corner of Fourth Street and Lincoln Avenue.

Family that works together can build successful business

By **Bob McDonnell**
news@ncbr.com

A dynasty can be defined as a succession of people belonging to the same family, who, through various means, maintain power or influence over the course of generations. With the advent of large corporations, and many businesses not sustaining over the long term, it is unusual to find multi-generationally owned and operated

businesses.

However, Northern Colorado has an abundance of businesses that have been handed down from one generation to the next.

Stroh and Co. Real Estate & Auctions Inc. is one example. Located in the heart of Loveland at the corner of Fourth Street and Lincoln Avenue, the business has clients all over Northern Colorado and beyond. Three generations of Strohs are, or have been, involved with the business.

Ray Stroh started a real estate company in Loveland in 1954. Ray's son, Dan, and Dan's son Faren have followed in Ray's footsteps.

Even at a young age, Dan Stroh remembers working for his dad. He would paint

houses, clean the office or do other chores his dad assigned to him. Dan literally grew up in the business, and remembers real estate always being a topic around home.

He states emphatically that at that time, he did not want to be in the real estate business. Rodeo riding and playing in a rock band seemed more attractive. But Dan's mother suggested he get his real estate license, "just to have it." Fortunately, he took her advice.

Dan Stroh attended college and tried a stint in the corporate world, but felt it did not agree with him. He became a full-time employee of his father's company in 1971. His wife Debbie is also an active member of the company.

See **FAMILY**, 25A

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NCBR staffers shuffle duties in new offices

By NCBR staff

FORT COLLINS — The changes keep happening for the *Northern Colorado Business Report*.

First, ownership returned to Colorado in February, with the newspaper becoming part of BizWest Media LLC, owned by co-founders Jeff Nuttall and Chris Wood.

Then the office moved from its long-time space in downtown Fort Collins to the second floor of the Guaranty Bank Building on Harmony Road — read more about the move on this edition's Commentary page.

And now the staff has shuffled its duties to find the best fit possible between skills and the needs of the newspaper moving forward.

Several staffers will have responsibility for the three newspapers that comprise BizWest — *NCBR*, *Boulder County Business Report*, and *Wyoming Business Report*.

Events Manager De Dahlgren will now be applying her events and marketing expertise to the entire organization. In addition to making all of the many business-related events stronger, she will be also overseeing efforts to create a consistent BizWest brand.

Rhonda Doyle, longtime Circulation Manager for all three papers, is stepping into the role of Accounting Manager, in charge of BizWest finances. She started with

NCBR as office manager and took over in circulation in 2007. She earned her associate degree in accounting from Illinois Central College and a bachelor's in business management from the University of Illinois.

Taking over as BizWest Circulation Manager is Janet Hatfield, who has been part of the *NCBR* sales staff for the past year. She brings her strong skills in both sales and technology to the mission of growing subscriptions for all three papers, as well as the individual online products.

Speaking of growing, Sandy Powell has shifted her focus from managing the *NCBR* sales department to managing the explosive growth in the Custom Publishing division. She will be the point person for all new and existing client-driven publications, as well as serving her longtime advertising clients for *NCBR*.

Finally, Dan Conway has joined the *NCBR* staff to handle the daily duties of Sales Director. A 25-year veteran of the radio industry, the Philadelphia native has returned to Fort Collins after a four-year stint in Washington state. He will be familiar to local advertisers from his sales of air-time throughout the 1990s.



HATFIELD



POWELL



DAHLGREN



DOYLE



COWWAY

C O R R E C T I O N S

Security Service Federal Credit Union was inadvertently omitted from the Portfolio directory published in the *Business Report* on March 25. The credit union has three locations in Northern Colorado: in Loveland, Fort Collins and Greeley. For more information, visit www.ssfcu.org.

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

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Where's the moisture? Farmers getting concerned

Dry March means April planting may require irrigation

The spring of 2011 is off to a very dry start, as a low-snowfall winter and mostly dry March is making the April start of planting season a bit worrisome.

"Conditions are pretty dry this spring so far," said Keith Maxey, interim director of the CSU Weld County Extension Service. "We're getting to the point where we really do need some moisture."

March, usually one of the region's moist months, was a bust this year. Less than a quarter of an inch of precipitation fell, and by the end of the month only 1.17 inches of precipitation had been recorded in Fort Collins for the first three months of the year, compared to 2.16 inches in a normal year.

Snowfall is even lower than normal. By the end of March, a total of 21.7 inches had fallen during the season compared to 40 inches in a normal year.

While winter wheat fields are starting to turn green as new shoots break



AGRIBUSINESS
Steve Porter

through the ground, the crop could be in danger if some precipitation doesn't fall soon.

"There's a fair amount of dryland wheat in eastern Weld County especially that's going to need some moisture to make it," Maxey said.

Warm temperatures and windy conditions that have dominated the first three months of the year are teaming up to dry out fields in the region just as planting time is arriving.

Maxey said the dry conditions are beginning to affect many aspects of agriculture. "Just looking forward, hay and pasture fields are just coming out of dormancy and they're really pulling the moisture out of the soil quickly," he said.

Maxey said corn and other crop farmers can go ahead and plant without first getting some moisture into the soil, but it's not the best scenario. "It's always better to have that moisture in the soil when it gets planted so it can germinate and get going," he said.

Plenty of snowpack

Nolan Doesken, state climatologist, said the winter of 2010-11 has been unusual in that plenty of snow has been falling in the high mountains but very little in the flatlands.

"This is a fascinating year because the mountains — week in and week out — continue to get hit by one Pacific storm after another and their snowpack continues to build," he said.

"It's going to be an excellent year for

"The game isn't over yet..."

Nolan Doesken
state climatologist

water coming out of the mountains. From a surface water point of view, it's looking pretty nice."

Doesken said the snowpack — which is already ranging from 120 percent at Bear Lake to 141 percent higher up in the Mummy Range — even holds some possibility of spring flooding if it were to melt too quickly.

Doesken said the problem is on the plains, where farmers are increasingly looking to the skies and hoping for some rain or snow.

"What has been lacking has been any big winter storms east of the mountains," he said. "It's still spring, and the snow season here does extend almost through the month of May, so the game isn't over yet."

Not only are the mountains loading up with snow for summer irrigation, but flatland reservoirs are generally almost full. While that is a good thing, continuing dry conditions could cut into those supplies rapidly.

Doesken notes that the timing of moisture falling on the Front Range is a

notoriously fickle thing. Last year, for example, the region was flush with moisture after a particularly snowy winter and spring. However, in 1999 Doesken said the region was dry through April "but in 11 days we had more moisture than we could shake a stick at."

Doesken said Larimer County is currently experiencing a "moderate drought" and the foothills and high country are considered "abnormally dry." But conditions are rapidly worsening in eastern Weld County, where a "severe drought" is beginning to be felt.

Still, it's too soon to panic and think about selling the farm, according to both Maxey and Doesken.

"We are vulnerable right now, and the rains don't always show up," said Doesken. "If we have just an average spring, we may not have enough surface water."

Doesken said the next several weeks — culminating in the first half of June — will tell the tale as to whether this will be a wet or dry year for farming and ranching. "For Northern Colorado below 8,000 feet, this is our wet season."

"I don't think we're past the point of no return," adds Maxey. "We just have to be a little bit patient. If we can get something in April we could be right on track."

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

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1	3	OTIS, COAN & PETERS LLC 1812 56th Ave. Greeley, CO 80634 970-330-6700/970-330-2969	12 N/A	2 N/A	3 4	3 9 7 25	Real estate development and transactions, business entities and transactions, quasi-governmental agencies, commercial litigation, creditor's rights, probate litigation, and appellate litigation.	jvannoy@nocolegal.com www.nocolegal.com	Fred Otis G. Brent Coan Jennifer Lynn Peters Members Greeley 1998
2	2	FISCHER, BROWN, BARTLETT & GUNN PC 1319 E. Prospect Road Fort Collins, CO 80525 970-407-9000/970-407-1055	9 0	1 0	0 0	5 2 N/A 13	Estate planning and probate, trust administration, water rights, water quality and environmental law.	info@fbgpc.com www.fbgglaw.com	William R. Fischer William Brown Presidents Fort Collins 1996
3	4	WICK & TRAUTWEIN LLC 323 S. College Ave., Suite 3 Fort Collins, CO 80522 970-482-4011/970-482-8929	8 N/A	1 N/A	0 3	3 5 6 14	Civil litigation, general business, domestic, estate planning.	info@wicklaw.com www.wicklaw.com	Robin Wick Managing member Fort Collins 1978
4	5	MYATT BRANDES & GAST PC 323 S. College Ave., Suite 1 Fort Collins, CO 80524 970-482-4846/970-482-3038	7 0	1 0	1 0	6 1 2 15	Real estate, business planning and formation, trial and appellate practice, banking law, employment law, will and trusts.	rbrandes@myattbrandesgast.com N/A	Ramsey D. Myatt President Fort Collins 1938
5	7	ALLEN, VAHRENWALD & JOHNSON LLC 125 S. Howes St., Suite 1100 Fort Collins, CO 80521 970-482-5058/970-482-5175	7 0	1 0	0 1	5 2 5 12	Family law, transactional law, real estate law, commercial litigation, business organizations, estate and tax planning, probate, employment law (employers), criminal defense.	jack@avjlaw.com www.avjlaw.com	Jack Vahrenwald Member Fort Collins 1915
6	8	COCHRAN, FREUND & YOUNG LLC 2026 Caribou Drive, Suite 201 Fort Collins, CO 80525 970-492-1100/970-492-1101	7 N/A	1 2	1 1	3 N/A 4 15	An intellectual-property firm that practices patent, copyright, trademark and trade secret law, technology licensing, as well as counseling and litigation in these areas.	billc@patentlegal.com www.patentlegal.com	William W. Cochran Managing member Fort Collins 2000
7	9	WITWER, OLDENBURG, BARRY & JOHNSON LLP 822 Seventh St., Suite 760 Greeley, CO 80631 970-352-3161/970-352-3165	6 0	1 N/A	N/A N/A	5 1 N/A 11	Real estate, banking, commercial transactions, probate, wills, trust and estate planning, school law, personal injury, employment (employers), oil and gas, and land-use.	N/A N/A	John J. Barry Partner Greeley 1963
8	13	SANTANGELO LAW OFFICES PC 125 S. Howes St., Third Floor Fort Collins, CO 80521 970-224-3100/970-224-3175	6 N/A	1 N/A	N/A N/A	0 0 3 13	Patent, copyright, trademark, trade secret, unfair competition, technology, computer, property law.	ideas@idea-asset.com www.idea-asset.com	Luke Santangelo Member Fort Collins 1991
9	NR	LAWRENCE JONES CUSTER GRAMSKICK LLP 355 Eastman Park Drive, Suite 200 Windsor, CO 80550 970-674-1055/970-674-9535	5 0	1 0	1 0	4 1 4 9	Water law.	info@ljcglaw.com www.ljcglaw.com	Kim R. Lawrence Managing partner Windsor 2010
10	NR	BELL, GOULD & SCOTT P.C. 322 E. Oak St. Fort Collins, CO 80524 970-493-8999/970-224-9188	5 N/A	1 N/A	N/A 1	3 2 4 7	Business, real estate, land use, municipal, construction, personal injury, civil litigation, bankruptcy, estate planning.	gbell@bell-law.com www.bell-law.com	Gregory S. Bell Partner Fort Collins 1983
11	14	LIGGETT, SMITH & JOHNSON PC 425 W. Mulberry St., Suite 112 Fort Collins, CO 80521 970-482-9770/970-482-0339	5 N/A	1 N/A	0 1	3 2 4 5	Civil litigation, criminal defense, domestic, real estate and personal injury.	smetzo@ftccolaw.com www.ftccolaw.com	David Johnson Managing partner Fort Collins 1980
12	11	RITSEMA & LYON PC 2629 Redwing Road, Suite 330 Fort Collins, CO 80526 970-204-9053/970-204-9058	5 38	1 4	1 1	2 3 3 12	Workers' compensation defense.	N/A www.ritsema-lyon.com	Kim Dale Starr Managing partner Denver 1993
13	NR	METIER LAW FIRM LLC 4828 S. College Ave. Fort Collins, CO 80525 970-377-3800/970-225-1476	5 0	1 0	2 3	1 4 6 19	Injuries; insurance bad faith; oil and gas field accidents; nursing home abuse and neglect; vehicle accidents; wrongful death; neurolaw; airplane crashes; products liability; professional liability; criminal defense.	tom@metierlaw.com www.metierlaw.com	Thomas Metier Managing member Fort Collins 1998
14	12	WINTERS, HELLERICH & HUGHES LLC 5754 W. 11th St., Suite 101 Greeley, CO 80631 970-352-4805/970-352-6547	5 N/A	1 N/A	N/A N/A	N/A N/A N/A 12	Civil trial, trials, appeals, litigation, estate planning, wills, trusts, probate, real estate, negligence, bankruptcy, foreclosure, family.	thellerich@wh-h.com www.whlawpractice.com	Thomas Hellerich Member/manager Greeley 2004
15	10	CLARK WILLIAMS AND MATSUNAKA LLC 2881 N. Monroe Ave. Loveland, CO 80538 970-669-8668/970-667-7524	4 N/A	1 0	N/A N/A	3 1 1 7	Property, estates, wills, civil litigation, water law, business contracts, family law.	stmlaw@aol.com www.clarkwilliamsmatsunaka.com	Stan Matsunaka Partner Loveland 1995
16	NR	WEAVER & ASSOCIATES PC 222 W. Magnolia St. Fort Collins, CO 80521 970-484-5500/970-484-1170	4 N/A	1 N/A	N/A N/A	1 3 2 6	Divorce, family law, estate planning, civil litigation, criminal defense, collection.	N/A N/A	L. Allen Weaver Fort Collins 2001
17	NR	KRAEMER, GOLDEN & O'BRIEN LLC 2850 McClelland Drive Suite 3100 Fort Collins, CO 80525 970-223-7000/970-223-0285	3 N/A	1 N/A	0 1	3 N/A N/A 3	Domestic relations and personal injuries, appellate law, family law.	kraemergolden@hotmail.com N/A	Randy Golden Richard Kraemer Michael O'Brien Partner Partner Attorney Fort Collins 1988
18	17	THE DOW LAW FIRM LLC 323 S. College Ave., Suite 7 Fort Collins, CO 80524 970-498-9900/970-498-9966	3 N/A	1 N/A	N/A N/A	2 1 2 4	Business/corporate, real estate, tax, estate planning, water law.	dow@dowlawfirm.com www.dowlawfirm.com	Timothy J. Dow Member Fort Collins 1997
19	NR	LIND & OTTENHOFF LLP 355 Eastman Park Drive, Suite 200 Windsor, CO 80550 970-674-9888/970-674-9535	3 N/A	1 N/A	1 N/A	2 1 N/A 5	Real estate, business formation and planning, estate planning, ditch and reservoir companies, agriculture and livestock, probate, trusts and wills (including litigation), land-use and regulation.	ken@lolaw.us www.lolaw.us	Kenneth F. Lind Partner Windsor 1984

Region surveyed includes Larimer and Weld counties and the city of Brighton.
N/A-Not Available.
NR-Not Previously Ranked.
Ringenberg, Funk & Beller PC declined to participate.

Based upon responses to Business Report survey researched by Ross Manley
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Largest Family-Owned Businesses

Ranked by gross revenues



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1	3	EHRlich DEALERSHIPS 2625 35th Ave. Greeley, CO 80634 970-353-5333/970-339-3930	\$120,146,000 \$99,137,000	170 ①	100%	Auto dealerships.	Scott Ehrlich 3	sehrlich@ehrlichmotors.com www.ehrlichmotors.com	Scott Ehrlich President 1946
2	1	ROCHE CONSTRUCTORS INC. 361 71st Ave. Greeley, CO 80634 970-356-3611/970-356-3619	\$101,975,000 \$166,570,000	95	100%	General contracting/construction management.	Tom Roche 2	info@rocheconstructors.com www.rocheconstructors.com	Thomas J. Roche President 1971
3	NR	PEDERSEN TOYOTA-SCION-VOLVO 4455 S. College Ave. Fort Collins, CO 80525 970-223-3100/970-223-3651	\$80,000,000 \$79,000,000	130	100%	Automotive sales, service, parts and collision repair.	Gerry and JoAnn Pedersen 4	sales@pedersentoyota.com www.pedersentoyota.com	Gerry Pedersen Mark Pedersen Owner General manager 1972
4	4	MARKLEY MOTORS INC. 3401 S. College Ave. Fort Collins, CO 80525 800-226-2213/970-282-6825	\$75,495,653 \$73,913,954	160	100%	Honda, Pontiac, Buick, GMC vehicles.	Gene and Doug Markley 5	rbelisle@markleymotors.com www.markleymotors.com	Douglas E. Markley President 1936
5	6	WELD COUNTY GARAGE 2699 47th Ave. Greeley, CO 80634 970-352-1313/970-356-8191	\$59,083,516 \$54,567,766	123	100%	Buick, GMC vehicle dealership.	Warren Yoder 2	wyoder@weldcountygaraage.com www.weldcountygaraage.com	Warren Yoder General manager 1908
6	10	CO'S AUTO GROUP INC. 4150 Byrd Drive Loveland, CO 80538 970-292-5200/970-292-5719	\$42,000,000 \$35,870,000	51	100%	BMW and MINI Cooper automobiles, sales, parts, service, pre-owned cars and trucks.	Christina Dawkins, Rosalie VanHerwaarden 3	sales@cosbmw.com www.cosbmw.com, MINIO Loveland.com	Christina Dawkins Owner 1974
7	9	FORNEY INDUSTRIES INC. 1830 Laporte Ave. Fort Collins, CO 80521 800-482-7271/970-498-9505	\$40,000,000 \$37,800,000	235	100%	Metal working product distributor.	Steve Anderson 3	sales@forneyind.com www.forneyind.com	Steve Anderson President and CEO 1932
8	11	WALKER MANUFACTURING CO. 5925 E. Harmony Road Fort Collins, CO 80528 970-221-5614/970-221-5619	\$37,572,000 \$35,427,000	148	100%	Commercial-grade riding and walk-behind lawnmowers and attachments.	Walker Family 3	bobw@walkermowers.com www.walkermowers.com	Bob W. Walker President 1959
9	12	DRAHOTA 4700 Innovation Drive, Bldg. C Fort Collins, CO 80525 970-204-0100/970-204-0200	\$34,000,000 \$30,000,000	36	100%	Full-service construction manager/general contractor staffed with LEED Accredited Professionals.	Terry L. Drahota 2	info@drahota.com www.drahota.com	Terry L. Drahota President 1973
10	8	ADVANCE TANK & CONSTRUCTION CO. 3700 E. Larimer County Road 64 Wellington, CO 80549 970-568-3444/970-568-3435	\$30,000,000 \$38,000,000	160	100%	Steel plate products such as ethanol, biodiesel and water storage tanks, bins and silos.	Van Alsborg Family 4	lclay@advancetank.com www.advancetank.com	James Clay Lisa K. Clay President General counsel 1981
11	NR	GHEnt MOTOR CO. 2715 35th Ave. Greeley, CO 80634 970-339-2438/970-339-8120	\$28,972,743 \$15,596,241	49	100%	Sells, leases, services new Chevrolets, Cadillacs, parts, all makes of used vehicles, collision center.	Bob Ghent 1	greatdeals@ghentmotors.com www.ghentmotors.com	Bob Ghent President 1989
12	13	GOOD DAY PHARMACY - COMPANY WIDE 653 Denver Ave. Loveland, CO 80537 970-461-1975/970-461-4042	\$24,000,000 \$22,000,000	98	100%	Full-service community pharmacies, medical equipment and supplies, delivery, specialty pharmacy for assisted living and long-term care, gifts and cards.	David Lamb, Nancy Lamb and Vicki Einhellig 3	goodday@gooddaypharmacy.com www.gooddaypharmacy.com	Marla Worley, R.Ph. Vicki Einhellig, R.Ph. Pharmacy manager President, COO 1982
13	14	HARSH INTERNATIONAL INC. 600 Oak Ave. Eaton, CO 80615 970-454-2291/970-454-3491	\$18,000,000 \$20,000,000	85	100%	Cattle-feed mixers, hydraulic dumping equipment, contract laser and water-jet cutting and environmental solutions.	Brown family 4	harsh@harshenviro.com www.harshenviro.com	Robert E. Brown President 1948
14	15	NEW HORIZONS TRAVEL AGENCY INC. 300 E. Boardwalk Drive Fort Collins, CO 80525 970-223-7400/970-225-0538	\$16,228,000 \$15,348,000	21	100%	Full-service travel agency. Also specializing in athletic group travel.	Dale Clarken 1	dalec@travelnewhorizons.com www.travelnewhorizons.com	Dale D. Clarken President 1980
15	NR	INTEGWARE INC. 1612 Specht Point Drive, Suite 101 Fort Collins, CO 80525 970-282-0400/970-282-0500	\$15,260,146 \$14,430,756 ②	149	90%	PLM implementation services and ENOVIA life science accelerators.	Chris Kay 2	chris.kay@integware.com www.integware.com	Chris Kay President and CEO 1992
16	17	GALLEGOS SANITATION INC. 1941 Heath Parkway Fort Collins, CO 80524 970-484-5556/970-484-0662	\$14,000,000 N/A	153	100%	Recycling and waste diversion solutions at home, business, and construction projects, including zero waste special events and commercial food waste pickup. Seasonal yard waste and electronic recycling available too.	Gerald, Arthur, and Rudy Gallegos 15	custservice@gallegossanitation.com www.gallegossanitation.com	Art Gallegos Jerry Gallegos Rudy Gallegos Owner Owner, President Owner 1959
17	NR	COMPLETE SPECTRUM FINANCIAL SERVICES AND LENDING 1635 Foxtrail Drive Loveland, CO 80538 970-391-0462/970-587-4009	\$12,000,000 \$10,000,000	10	100%	Financial services and education. Our services are free and we offer free financial education classes weekly.	Kevin and Michelle Coffey 2	bobbiezink@msn.com www.complete-spectrum.com	Bobbie Zink Vice chairman 1991
18	22	MIRAMONT LIFESTYLE FITNESS 901 Oakridge Drive Fort Collins, CO 80525 970-282-1000/970-282-9294	\$10,200,000 \$8,132,477	N/A	100%	Health club with fitness and wellness programs.	Cliff Buchholz 6	chrisr@miramontlifestyle.com www.miramontlifestyle.com	Chris Ramers Shane Hunsinger General managers 1979
19	NR	OBERMAYER HYDRO INC. 303 W. Larimer County Road 74 Wellington, CO 80549 970-568-9844/970-568-9845	\$10,153,921 \$6,497,789	48	100%	Large scale water-control gates for water storage, flood control, river diversion, environmental flow release, irrigation and hydro-power.	Henry K. Obermeyer 2	hydro@obermayerhydro.com www.obermayerhydro.com	Henry Obermeyer Rob D. Eckman President VP 1987
20	5	G & M IMPLEMENT INC. 1717 Second Ave. Greeley, CO 80631 970-378-1202/970-378-1396	\$9,200,000 \$8,400,000	19	100%	Sales and repair of farm equipment.	Glenn and Mary Pfeif 3	gmimplement@aol.com www.gmimplement.com	Glenn Pfeif Owner 2002
21	21	ALLEN SERVICE, PLUMBING, HEATING AND AIR INC. 101 S. Link Lane Fort Collins, CO 80524 970-484-4841/970-484-4448	\$8,500,000 \$8,200,000	36	100%	Residential service, repair and replacement for plumbing, solar and HVAC systems.	Allen Family 2	info@allenservice.com www.allenservice.com	Jeff and Mike Allen CEO and President 1962
22	25	BAESSLER HOMES 3505 Holman Court Greeley, CO 80631 970-356-6251/970-352-5404	\$8,500,000 \$6,500,000	8	100%	Custom home builder.	Moritz (Ted) E. Baessler 3	jami@baesslerhomes.com www.baesslerhomes.com	Jamie E. Baessler Corie J. Baessler Kevin A. Archer Vice president V.P. of operations V.P. of estimating and purchasing 1968
23	20	ECKSTINE ELECTRIC CO. 13739 Weld County Road 25 1/2 Platteville, CO 80651 970-785-0601/970-785-2821	\$7,000,000 \$9,000,000	27	60%	Electrical, commercial, institutional, industrial, farm, service, and fire alarm.	Linda and Mike Eckstine 2	info@eckstineelectric.com www.eckstineelectric.com	Michael Eckstine President 1954
24	23	COLORADO PRECAST CONCRETE INC. 1820 E. Colorado Highway 402 Loveland, CO 80537 970-669-0535/970-669-0674	\$7,000,000 \$7,200,000	70	100%	Precast concrete products, underground utilities, septic tanks, architectural products, small buildings, and PVC pipes, fuel tanks.	Penny Hayward and Scott Hayward 2	scott@coloprecast.com www.coloprecast.com	K. Scott Hayward Penny Hayward President CEO 1975
25	NR	SAFE SITE INC. 1309 Poplar St. Johnstown, CO 80534 970-622-9792/970-622-9593	\$6,537,079 \$2,938,431	112	100%	Utility locating, subsurface utility engineering, utility mapping, utility engineering services, utility pole attachment and code compliance audit. Safety inspection and compliance audit of all facilities. Field services.	Diane McIntosh Guy(Skip) McIntosh Four	gmcintosh@safesite1.com www.safesite1.com	Diane L. McIntosh President 2005

Region surveyed is Larimer and Weld counties and the city of Brighton.
N/A-Not Available.
NR-Not Previously Ranked.
New Belgium declined to provide revenue figures.
Colorado CustomWare Inc. did not respond in time to be included on this list.

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

A consumer's guide to adoption of technology

As I walked out of the Miramont North gym this afternoon, I felt the warmth of the sun against the cool, crisp spring air. As I approached my car, however, the roar of gasoline powered hedge trimmers and leaf blowers filled the air. The foul stench of poorly combusted two-stroke engine pollution was unavoidable.

I was overwhelmed by the contrast, having just left the relative calm of yoga class and rock climbing to witness the rapid, noxious reduction of the budding greenery. It just didn't feel right, that the tools and methods used in an attempt to create beauty were themselves not beautiful.

When I arrived home and prepared to write this column, I struggled between two topics: the sorry state of downloaded digital movies versus hi-definition home theater appliances, or a larger, more engaging, even risky introduction to the concept of appropriate application of technology and how it affects our functional intelligence as individuals and as a species.

The former would have been too simple to compose, easily summarized

as "The quality of Netflix sucks. Better to rent Blu-ray disc."

The latter, however, is a return to my Senior year Industrial Design thesis, "Confused Vanity and the Mad Dog TV," written 18 years ago. The three chapters — "Down the Tube," "Forced Obsolescence," and "The Power Blower Wars" — take the reader into a mindset beyond form follows function, calling upon my experience as a design student and consumer, and that of several profound, world-renowned designers and technology writers.

In reviewing my thesis (which was great fun to read again) I was pleased to rediscover a completely relevant five-point formula for product design written by Henry Dreyfuss in 1955 in "Designing for People":

- Utility and Safety
- Maintenance
- Cost
- Sales and Appeal
- Appearance

In the same vein, Buckminster Fuller concluded, in 1969's "Operation Manual for Spaceship Earth," "You have to make up your mind either to make sense or to make money, if you want to be a designer."

Challenging product value

How many products on the market today follow this type of formula? Of equal importance, how many of us as consumers challenge the true value of a new product before we make our purchase?

I will for the next several columns engage you in a conversation around

appropriate technology, both software and hardware products, and how they affect us as consumers. In particular, I will explore the categories of entertainment, communication and transportation, leaving medical, military, and safety to another time and space.

For as much as I am an advocate of advances in technology when and where they assist us in finding greater personal health and satisfaction, understanding the world around us, and moving ourselves and our things from place to place, I am increasingly wary of technology that diminishes our individual creativity, self-awareness, ability to make decisions for ourselves, and functional, real-world intelligence.

I am concerned that Google's Gmail search keeps us from invoking the cognitive function of organizing and managing the emails we create and receive, instead encouraging a mental clutter that spills over into our virtual and physical life. I believe GPS units keep us from visualizing our world in three dimensions, causing us to become less capable of the very basic act of navigating from point A to B. I am concerned that new model cars that automatically conduct parallel parking on our behalf are in fact reducing our motor skills and ability to problem solve in real-time.

If we cannot organize, navigate, nor move through our world without assistance from computers, then what exactly are we able to do on our own?

I ask, "How many of our modern

technology-based products are denying us the very functions our brain offers instead of encouraging dynamic improvement of our intelligence?"

While researchers discovered a half dozen years ago that the human brain does in fact grow new cells throughout our lives, SPECT imaging conducted by Daniel Amen ("Change Your Brain, Change Your Life," 1999) has demonstrated time and again that exercising the brain improves cognitive abilities, even slowing or reversing the onset of mental disorders and disease. Does it not stand to reason that not using our brain also reduces our cognitive capacity?

Calling upon the research I conducted at Arizona State, I find it refreshing to read again Langdon Miller's words, from "The Whale and the Reactor," 1986: "Through technological creation and many other ways as well, we make a world for each other to live in, much more than we have acknowledged in the past, we must admit our responsibility for what we are making."

Responsibility begins with designers and ends with consumers.

In the coming months I will guide you, the intelligent consumer, through a thought process that may alter the way you look at the multitude of products you consider for purchase, even those which you already own.

Kai Staats is the principal of Over the Sun Innovations, based in Loveland. He can be contacted through www.overthesun.com



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Hey, you, get on to these clouds

New tools can make collaboration easy, fun for groups large, small

A couple of months ago we took a brief look at what cloud computing is all about. I want to revisit the cloud and some productivity tools from one of the leading providers of software as a service or SaS; 37Signals has literally written the book (and a programming language) on the subject.

The Chicago-based software development firm says it is "making collaboration productive and enjoyable for people every day." Founded in 1999 as a Web design firm, 37Signals turned to software development in 2004 with the release of Basecamp, a web-based project management tool. And out of Basecamp, strange as it might sound, came the popular web-application development framework for the Ruby programming language known as Ruby on Rails.

But we aren't here to talk programming languages. We are here to talk about what



GEEK CHIC

Michael D. Wailes



On the one hand, almost 40 percent of owners of small to medium sized businesses expect to be paying for one or more cloud services within three years.

On the other hand, 71 percent of businesses are worried about managing cloud computing. And over half of IT directors at large firms are concerned about losing control of infrastructure once systems move to the cloud.

When Microsoft surveyed 3,258 companies with between two and 250 employees in 16 countries, they found 39 percent are planning a move to the cloud in the near future.

Small businesses are most likely to have a hybrid IT environment – a mix of on-premise and cloud serv-

SOURCES: MICROSOFT, 2e2

ices – using the cloud for business-class email, collaboration, accounting and payroll, according to the Microsoft report.

A survey of 200 IT directors at large firms by Vanson Bourne for IT services firm 2e2 found that 91 percent also consider a hybrid model as the most suitable option for them.

The biggest barriers to moving to the cloud? About 68 percent of the IT directors at large firms said there were significant risks because of the complexity of their in-house infrastructures, while 57 percent noted that current maintenance, support and managed service contracts would delay deploying some cloud services.

else came out of the Basecamp project (in addition to the software development manual, Getting Real: Learn how to build software the easy way); the 37Signals Suite and the four products that comprise it.

As part of my official work duties, I have been poking around to see what project management systems are currently available. I am continually hearing and reading won-

See GEEK, 22A

Artfully building and retaining trust



BBB NEWS

Pam King

Businesses should give trust starring role daily

What comes to mind when you hear the word "art?" Dancers, perhaps, or galleries filled with contemporary and Renaissance art? Maybe you think of concerts that move you, plays that inspire you. Or maybe you remember that watercolor masterpiece by your 3-year-old.

But do you think of trust? Or more specifically, trust in

the marketplace? Bill Gates once said that "success today requires the agility and drive to constantly rethink, reinvent, react and reinvent."

This is what artists — songwriters, painters, actors, dancers, etc. — do all of the time. And it's what business people do every day. A widget is created and sold. A service is provided.

What roles do trust, honesty and transparency play in your business? Do they have starring roles? Or are they relegated to understudy status? It's just as important for a

See BBB, 25A

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ON THE JOB

FINANCE

Ryan Yoder, a financial adviser with Northwestern Mutual and managing director of the Northern Colorado/Southern Wyoming Group, has become a qualifying member for the 10th consecutive year and is now a Life Member of The Million-Dollar Round Table. Yoder also earned his Certified in Long-Term Care certification. The CLTC program is the industry's only independent professional designation.



YODER

Kevin Dunnigan, a certified financial planner with Investment Centers of America Inc., has been recognized by Bank Investment Consultant magazine as one of the nation's top 50 representatives based in financial institutions for the third consecutive year. Dunnigan's office is located in Home State Bank at 300 E. 29th St in Loveland.



DUNNIGAN

HEALTH CARE

Kimberly Saunders, PT, MSPT, CPI joined the staff at Foothills Orthopedic & Sport Therapy/Ray Physical Therapy in Fort Collins. Saunders is a physical therapist and certified Pilates instructor who specializes in evaluating and treating Movement System Impairment Syndromes. Her expertise also includes general orthopedic care, custom foot orthotics, peripartum exercise, and geriatric physical therapy.

Oncologist **Ariel F. Soriano**, MD, joined the North Colorado Medical Center Cancer Institute. Prior to coming to NCMC, Soriano worked with Southwest Hematology and Oncology in Littleton. He will see patients in Greeley and at the David Walsh Cancer Center in Sterling.



SORIANO

REAL ESTATE

Jeanette Meyer, CRS, GRI, MBA, of RE/MAX Alliance in Fort Collins has been awarded Service Certified Platinum. The award is in recognition of earning 100 percent client service satisfaction in 2010, as measured by Leading Research Corp. This is the fifth consecutive year Meyer has received Quality Service Certified award recognition.



MEYER

TECHNOLOGY

Mike Lindsey, president of Bed Bug Boxes and creator of ThermalStrike, received second place for his invention to prevent bedbug infestations in the Start-Up Ventures category of the University of Northern Colorado Monfort College of Business's Entrepreneurial Challenge. ThermalStrike boxes are electric-powered heated enclosures in which travelers place their luggage and other items before they enter their homes. After a few hours in the box, the heat kills all bedbugs or eggs hiding in the luggage. Lindsey took home \$5,000 in prize money to invest in the manufacturing and marketing of his products.

MISCELLANEOUS

Tim O'Hara, local commercial photographer, is showcasing a selection from his current project, Project 365, at the Center for Fine Art Photography in Fort Collins through April 30. The exhibit contains one picture taken by O'Hara every day for one year. Proceeds from sales of prints will benefit the Center for Fine Art Photography.



MARKETING/MEDIA

Linden, a full-service marketing firm in Fort Collins, recently added four new members to its staff. **Jenna Heitsch**, a University of Wyoming marketing graduate, and **Ashley Davies**, a Colorado State University English literature masters graduate, are Linden's new account managers. **Leonardo Infante** brings 10 years of experience to his new position as web developer, and **Janet Robbins**, an expert in research strategy and data analysis, is the new market research expert for Linden.



HEITSCH



DAVIES



INFANTE



ROBBINS

ACADEMICS

For their outstanding contributions to science in scholarship, research and outreach in their respective fields, **Lorann Stallones** of psychology and **Laurie Stargell** of biochemistry have been named Professor Laureates 2011 by Colorado State University's College of Natural Sciences.

Claudia Strijek of Fort Collins and **Kara Sawinski** of Berthoud, students at Front Range Community College Larimer campus, have been named to the Phi Theta Kappa All-Colorado Academic Team. The two were nominated based on their academic achievement, leadership, and community service. Phi Theta Kappa is the international honor society for community colleges.



STRIJEK



SAWINSKI

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ECONOMIC FORECAST	<p>January 12, 2012 A lunch event Tickets \$39 per person, Corporate tables seating 8 - \$400</p>
greensummit 2011 <small>STAYING BUSINESS THE MEANS TO GO GREEN</small>	<p>April 7, 2011: Hilton - Fort Collins The Green Summit shows how business and environmental stewardship go hand-in-hand. Exhibit space & sponsorships available. Sponsored by: Kennedy & Coe; Colorado Carbon Fund; Ericana; Governor's Energy Office; Better Business Bureau; Poudre Valley REA; Palmer Flowers; DaVinci Sign Systems; Social Media Pilots and KUNC Radio.</p>
MERCURY 100	<p>May 18, 2011: Midtown Arts Center - Fort Collins Awards program and cocktail-hors d'oeuvres reception honoring 100 fastest growing privately-held companies in Northern Colorado. Sponsored by: Mueller & Associates; CPA; Midtown Arts Center; Better Business Bureau; Employer Solutions Group; Just Office Furniture; Palmer Flowers; Claypot Creative; DaVinci Sign Systems; Social Media Pilots and KUNC Radio.</p>
MID-YEAR ECONOMIC UPDATE	<p>July 21, 2011 Tickets \$39 per person Sponsored by: Better Business Bureau; Just Office Furniture; Palmer Flowers; Social Media Pilots and KUNC Radio.</p>
NORTHERN COLORADO WOMEN OF DISTINCTION	<p>August 10, 2011: Embassy Suites Celebrating the contributions women make to the Northern Colorado community. An awards event. Nominations now open at ncbr.com. Sponsored by: Poudre Valley Health System; EKS&H; 1st National Wealth Management; CPA; Cache Bank and Trust; Social Media Pilots and KUNC Radio.</p>
biXpo	<p>September 15, 2011 Embassy Suites, Loveland Game On! Exhibit spaces and sponsorships available. Sponsored by: Krueger and Clary, CPA; Palmer Flowers; Social Media Pilots and KUNC Radio.</p>
BUSINESS LEADERS BREAKFAST CFO of the YEAR Awards	<p>September 15, 2011 Embassy Suites, Loveland Recapping the first 6 months and projecting for the next 6. Sponsored by: Kennedy & Coe; Tandem Select; Better Business Bureau; Just Office Furniture; Palmer Flowers; Social Media Pilots and KUNC Radio.</p>
biXpo ROCKS AFTER HOURS	<p>September 15, 2011 5:30 - 7:30 p.m. Embassy Suites, Loveland A cocktails and hors d'oeuvres event. Tickets \$25 per person Sponsored by: Public Service Credit Union.</p>
BizFit CHALLENGE	<p>September 15, 2011 At Bixpo - Embassy Suites A lunch event filled with awards and fun. Sign-up at ncbr.com for team and individual participation. Sponsored by: Banner Health-North Colorado Medical Center & McKee Medical Center; Shirazi Benefits; Palmer Flowers; DaVinci Sign Systems; KUNC Radio; Social Media Pilots; Work Out West and Daily Endorphin.</p>
40/40 Leaders	<p>October 6, 2011 An awards event honoring young professionals. Nominations now open at ncbr.com.</p>

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

TIME OUT



OUT AND ABOUT - 1. Greeley Mayor Tom Norton and Meg Corwin of Loveland catch up before the Northern Colorado Legislative Alliance Mid-session Update March 18 at the Best Western Crossroads Inn and Conference Center in Loveland. **2.** Carrie Walker, HomeTeam Lending; Mike Johnson and Courtney Walker, UNC Foundation/Alumni; and Jim Nelson, Northern Colorado Paper, touch base at the Greeley Chamber after hours March 24, at Whiskey River. **3.** Jennifer Gehrman, Signature Bank; Julie Jensen, Cornerstone Mortgage Co.; Roxanne Francis, The Buzz; and Kathleen Thompson, Joseph S. Thompson DDS PC, enjoy decadent desserts at the Women's Fund of Weld County fundraiser April 2, at the University of Northern Colorado Ballroom. **4.** Legacy Land Trust staff Nora Gilbertson, left, development director; K-Lynn Cameron, director of conservation; Ryan Boggs, executive director; and Erin Quinn, conservation and stewardship specialist, take a field trip to various properties Feb. 25.

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



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CALENDAR

- April 9** - JourneyQuest Springfest 5K, starting at 9 a.m., Edora Park, 1420 E. Stuart St. in Fort Collins. Cost: \$25. Contact: Shared Journeys Brain Injury Foundation at 970-430-9813 or info@sharedjourneysfoundation.org.
- April 9** - Fort Collins Utilities' Home Improvement Event, from 10 a.m. to 3 p.m., Winter Marketplace at Opera Galleria, 123 N. College Ave. in Fort Collins. Contact: Crystal Shafii at 970-221-6700 or utilities@fcgov.com.
- April 9** - Get Involved Community Volunteer Fair, from 10 a.m. to 2 p.m., Embassy Suites - Loveland, 4705 Clydesdale Parkway in Loveland. Cost: Free. Contact: Volunteers of America Northern Colorado Services at 970-472-9630 or voarsvp@frii.com.
- April 12** - In-Focus Sustainability Centers Series- ILE, from noon to 1 p.m., School of Global Environmental Sustainability, 108 Johnson Hall,

Colorado State University in Fort Collins. Contact: Kerri McDermid at 970-492-4215 or kerri.mcdermid@colostate.edu.

- April 12** - Windsor Chamber April Business AFTER Hours, from 5 to 7 p.m., Harmony Hand & Physical Therapy, 9299 Eastman Park Drive in Windsor. Contact: Windsor Chamber of Commerce at 970-686-7189 or information@windsorchamber.net.
- April 12** - Oil Industry Hiring Event, from 9 a.m. to 5 p.m., 4-H Building, Island Grove, 525 N. 15th Ave. in Greeley. Contact: Jo McLavey at 970-353-3800 or jmclavey@co.weld.co.us.
- April 12** - Health Care in 2020: Off the Cliff?, starting at 7:30 p.m., CSU Yates Hall, Room 104, Lake Street at Center Avenue in Fort Collins. Cost: free. Contact: Linda Mahan at 970-222-0242 or lmahan@alum.bu.edu.
- April 12** - Build a Basic Budget, from 6:30 to 7:30

p.m., Public Service Credit Union, 700 Whalers Way in Fort Collins. Cost: \$0. Contact: Nancy Patton at 970-416-5114 or NancyP@pscu.org.

- April 12** - Pathways Hospice Grief Buddies, from 5 to 6:30 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: Call for cost and registration information. Contact: Janet Severance at 970-663-3500 or janet.severance@pathways-care.org.
- April 12** - Cholesterol Screening, from 8:15 to 10:30 a.m., Larimer County Courthouse, 200 W. Oak St. in Fort Collins. Cost: \$15. Registration Deadline: April 11. Contact: Cheri Nichols at 970-224-5209 or cnichols@healthdistrict.org.
- April 13** - Pathways Hospice On Our Own, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: No fee, no registration required. Contact: Lani Hickman at 970-663-3500 or lani.hickman@pathways-care.org.
- April 13** - What Healthcare Reform Means to Your

and Your Business, from 11:30 a.m. to 1 p.m., Embassy Suites Hotel, in Loveland. Cost: \$40. Registration Deadline: April 5. Contact: Michael Leonard at 970-351-1273 or michael.leonard@unco.edu.

- April 13** - Loveland Chamber Business Before Hours, from 7:30 to 9 a.m., Dorothy's Catering, 2248 W. First St. in Loveland. Cost: Free to Loveland Chamber investors, \$5/prereg, \$8/door for non-members. Contact: Jim Worthen at 970-667-6311 or info@loveland.org.
- April 13** - Culture Cafe-Science, from 6 to 7 p.m., Avogadro's Number, 605 S. Mason St. in Fort Collins. Contact: Kari at 970-419-8240 or beet.street.events@gmail.com.
- April 13** - Greeley Chamber Business Before Hours, from 7 to 8:30 a.m., Day Spring Christian Academy, 3734 W. 10th St. in Greeley. Cost: \$0. Contact: Kim Barbour at 970-352-3567 or kim@greeleychamber.com.
- April 13** - Pathways Hospice On Our Own, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: No fee, no registration required. Contact: Lani Hickman at 970-663-3500 or lani.hickman@pathways-care.org.
- April 13** - I Need Financing, What Now?, from 11:30 a.m. to 12:30 p.m., 125 S. Howes, Suite 150 in Fort Collins. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- April 13** - The Lowdown on Low Water Plants, from 7 to 9 p.m., Drake Centre, 802 W. Drake Road in Fort Collins. Cost: Free. Contact: Michelle Finchum at 970-221-6700 or mfinchum@fcgov.com.
- April 14** - Crack the Codes... on your Credit Card Merchant Account, from 11:30 a.m. to 12:30 p.m., 125 S. Howes, Suite 150 in Fort Collins. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- April 14** - Is Solar Right for You? Free Seminar, from 5:30 to 6:30 p.m., HighCraft Builders Design Studio, 429 S. Howes St. in Fort Collins. Cost: FREE. Contact: Luke Syres at 970-472-8100 or luke@highcraft.net.
- April 15** - Access-Intermediate, from 8 a.m. to 5 p.m., Front Range Community College - BP152, 4616 S. Shields St. in Fort Collins. Cost: \$159 (includes textbook). Registration Deadline: 04/11/2011. Contact: Laurie Rue at 970-204-8686 or laurie.rue@frontrange.edu.
- April 16** - Keyboarding Skills Improvement, from 1:30 to 3:30 p.m., Front Range Community College - BP152, 4616 S. Shields St. in Fort Collins. Cost: \$59. Registration Deadline: 04/11/2011. Contact: Laurie Rue at 970-204-8686 or laurie.rue@frontrange.edu.
- April 17** - Fort Collins Utilities' Home Improvement Event, from 11 a.m. to 3 p.m., Winter Farmer's Market at Foothills Mall and Sears, in Fort Collins. Contact: Crystal Shafii at 970-221-6700 or utilities@fcgov.com.
- April 18** - Blood pressure Checks, from 10 a.m. to noon, Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Cost: Free. Registration Deadline: None. Contact: Cheri Nichols at 970-224-5209 or cnichols@healthdistrict.org.
- April 18 - 22** - Building Your Personal Brand, from 9 to 11 a.m., Larimer County Workforce Center, 200 W. Oak St. in Fort Collins. Cost: \$0. Registration Deadline: April 18. Contact: Lucinda Kerschensteiner at 970-498-6611 or lkerschensteiner@larimer.org.
- April 19** - Make It Official, from 7 to 9 a.m., 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- April 20** - From Conflict to Peace Building: The Role of Natural Resources and the Environment, from 5 to 6:30 p.m., Avogadro's Number, 605 S. Mason St. in Fort Collins. Cost: \$0. Contact: Kerri McDermid at 970-492-4215 or kerri.mcdermid@colostate.edu.
- April 21** - Cholesterol Screening, from 8:15 to 10:30 a.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Cost: \$15. Registration Deadline: April 20. Contact: Cheri Nichols at 970-224-5209 or cnichols@healthdistrict.org.



COMMUNITY CLASSIC
Bike TOUR
LOVELAND, CO 2011
May 15

24th Annual Community Classic Bike Tour

62, 37, 30 and 10-mile Routes
May 15, 2011 - 6:30 a.m.
McKee Medical Center, Loveland, CO

Register at:
McKeeFoundation.com
Call (970) 593-6038
\$50 (\$65 after 4/30/11)



Banner Health
McKee
Medical Center
Foundation

Volunteer by calling:
(970) 593-6038

Photo by: 

Platinum Sponsors









BRIEFCASE

KUDOS

B.F. Kitchen Elementary School in Loveland is the first school in Colorado to receive the Gold Award of Distinction from the **Healthier US School Challenge** sponsored by the **Colorado Department of Education's** Nutrition Office. The top award comes with a monetary incentive of \$2,000. The recognition is a USDA initiative that is part of first lady Michelle Obama's "Let's Move!" campaign. The challenge acknowledges a school's commitment to the health and well-being of its students.

NEW PRODUCTS AND SERVICES

Inner Balance Chiropractic of Fort Collins upgraded its technology to include the Insight Discovery Subluxation Station, developed by **Chiropractic Leadership Alliance**, a New Jersey-based company, and has been certified by **The Space Foundation**, a non-profit agency founded in cooperation with **NASA**.

Green Ride Colorado, a Fort Collins-based transportation company, partnered with local environmental nonprofit **Trees, Water & People** to offer carbon offsetting services to their passengers. Green Ride customers can directly contribute to TWP's reforestation programs in Central America and Haiti for every reservation made through the TWP portal on the Green Ride website.

DEADLINES

New Belgium Brewing is seeking submissions for its second annual Clips of Faith beer and film tour. Clips of Faith is an 18-city tour that travels the country pouring beers from its Lips of Faith series while featuring amateur films and raising money for local nonprofits. Visit www.clipsoffaith.com for more information.

The **town of Milliken** is asking for proposals to operate a coffee shop in its historic Town Hall and Police Station. The building's interior has recently been removed and renovation will be under way shortly. The new coffee shop tenant will be required to supply equipment and furniture for their business and the town will pay utility costs and provide building maintenance. A copy of the Request for Proposals is available by contacting Caree Rinebarger at 970-660-5045 or crinebarger@town.milliken.co.us

NEW LOCATION

Henderson Management & Real Estate is expanding its business and opening a branch office at 605 S. College Ave. in Fort Collins. The office space has been retained and should be up and running by June 1.

PROJECTS

Larimer County's Facilities and Information Technology Division recently wrapped up the Maximization of Space Phase I Project for two facilities: the Larimer County Courthouse Office Building in downtown Fort Collins and County facilities at Midpoint Drive in east Fort Collins. The Phase I Project was completed on time and under budget, according to Facilities Director Michael Kirk.

Roche Constructors, headquartered in Greeley, completed the newest **Target Store** in Lakewood in January after six months of construction. The 130,000-square-foot podium-style store is the only one of its kind in Colorado. Roche and Target are hoping to obtain LEED Silver certification for the use of regional materials and recycled content.

Construction has begun on the 58,800 square foot **OnCore** manufacturing and office facility in Longmont. The facility is the result of a partnership between OnCore Manufacturing Services, the City of Longmont, Keith Kanemoto and The Neenan Co., which is financing, designing and building the facil-

ity. A "topping-off" celebration will be held later this month to showcase the new facility.

MISCELLANEOUS

Cornerstone Mortgage Co. recently partnered with **Keller Williams Realty** as the real estate company's preferred lender in four of its local offices. Cornerstone will provide mortgage loan services to the clients of Keller Williams in its two Fort Collins locations as well as branches in Loveland and Greeley.

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

Nonprofit notes

Seven organizations across the state will receive funding from **The Women's Foundation of Colorado** as part of a three-year, \$750,000 grant from the **Embrey Family Foundation** of Dallas to help girls stay in school. **Boltz Middle School** of Fort Collins will share in the grant. The **OMNI Institute** and **The Bridge Project**, both of Denver, **The Boys and Girls Club of Pueblo**, **Delta Montrose Youth Services Inc.**, **The Youth Foundation** of Edwards, Colo. and **Youth Zone** of Glenwood Springs also received funding.

Tandem Select, an employment screening services company, unveiled its charitable giving program, **Tandem Kind**. Nonprofits serving Northern Colorado can receive free background checks for event volunteers. For-profit clients can receive free background checks to engage their employees in volunteer work. Tandem Select employees, who currently receive paid time off for their volunteer work, can now participate in Tandem Kind's employee matching program. An employee-led group will approve and allocate funds to those organizations that best match Tandem Kind's focus on child and family interests.

Event Architect and Producer:

Northern Colorado
**BUSINESS
REPORT**

MERCURY 100
NORTHERN COLORADO'S 100 FASTEST GROWING COMPANIES

Get ready for a standing-room-only salute to success with the cast of **42ND STREET** at the 2011 Mercury 100 Awards. Broadway bound, the 12th annual awards will honor Northern Colorado businesses who can rightfully say, **"We're In the Money"** with the fastest growing revenues in the region.

MIDTOWN ARTS CENTER
FORT COLLINS
Wednesday, May 18 | 5:30 to 7:30 p.m.

Cocktails and Hors D'oeuvres
Selections from **42ND STREET**
performed by *The Dinner Theatre at the Midtown Arts Center*

Tickets \$39

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DAILY IN REVIEW

HP opens new research facility in Fort Collins

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between March 21 and April 1. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox twice a day.

FORT COLLINS — Hewlett-Packard Co. opened a state-of-the-art research facility in Fort Collins that will help the company advance sustainable data cen-

ter technologies.

The 50,000-square-foot lab is an expansion of the Building 6 annex at the HP location at 3404 E. Harmony Road. According to the company, it will allow HP to expand on its Converged Infrastructure architecture by developing technologies to eliminate IT sprawl, increase energy efficiency and reduce power consumption. The goal is to help clients minimize their carbon footprint by minimizing power for cooling their data centers while increasing capacity with less equipment.

Last May, HP received a package of tax incentives from the city of Fort Collins totaling \$1.6 million to help defray costs of the expansion. At the time, the new operation was expected to create more than 100 jobs with average wages of \$90,000, and generate net revenue to the city of approximately \$2 million.

Bill to exempt NoCo from emission tests dies

DENVER — A bill that would have exempted residents of Larimer and Weld counties from state vehicle emissions

tests died in a Senate committee on March 24.

The bill, HB-1082, would have excluded vehicle owners in both counties from the tests and had been approved by the Colorado House of Representatives. The bill was sponsored by Rep. Glenn Vaad, R-Mead, and Sen. Scott Renfro, R-Greeley.

The bill, which had strong Republican support, would have required county ozone levels to exceed a specified threshold before being required to take part in the enhanced Automobile Inspection and Readjustment, or AIR, program. Supporters of the bill maintained that Weld and Larimer counties were rarely out of compliance with federal air quality standards and that mandatory testing was unnecessary.

However, Democrats said future federal clean air standards would make the tests mandatory anyway. The bill died after four hours of discussion on a 4-3 party-line vote.

Cloverleaf dog track to be deconstructed

LOVELAND — The Cloverleaf Kennel Club just west of I-25 will be dismantled later this year, and McWhinney is seeking contractors to deconstruct the 56-year-old dog track with green demolition practices emphasized.

The property is owned by Poudre Valley Health System, which also owns Medical Center of the Rockies hospital just to the north. McWhinney, developer of Centerra, is handling the demolition.

Removal of the facility is expected to begin no later than July 1 and be finished by December. The 41-acre facility has been unused for more than three years.

Niemczyk said PVHS has not disclosed any plans on how the site will be developed.

Airpark of the Rockies ready for takeoff

LOVELAND — After three years taxiing, the Airpark of the Rockies has been given the green light by Loveland City Council.

Windsor developer Martin Lind must begin building the business park on his 160 acres of land southeast of the Fort Collins-Loveland Municipal Airport by 2012, under the agreement approved by council members. A taxiway linking it to the airport proper must be in place by then.

Lind is also required to share property tax revenue with the airport, which is jointly owned by the cities of Fort Collins and Loveland, through formation of at least one metropolitan district.

Woodward to acquire IDS

FORT COLLINS — Fort Collins-based Woodward Inc. announced it has reached a definitive agreement to acquire Integral Drive Systems AG and its European companies, including holding companies and key assets of IDS' business in China, for \$36 million in cash.

IDS, based in Switzerland with operations in Bulgaria and China, manufactures innovative power electronic systems, predominantly in utility-scale wind turbines and photovoltaic plants.



Decadent Desserts Was a Success
Thank You!



Thank you to all of our Wonderful Guests that Attended!

A Special Thanks for all of the Support and Assistance Provided by:



Proceeds from this event will be used to make grants to improve the lives of women and girls in Weld County.

BUSINESS LITERATURE

Harness power of your employees for success

Draft your Army of Entrepreneurs into war for profitability

By Terri Schlichenmeyer
news@ncbr.com

These days, it's a battle to stay in business.

From your command post at HQ, you see the daily skirmish as your employees go hand-to-hand with the competition. Sometimes they capture new clients and other times, they're just not strong enough to withstand other forces. Top brass would love to have your people win, but the troops are getting tired and morale is low.

Should you deploy more people, or stay the course?

In the new book "Army of Entrepreneurs" by Jennifer Prosek, you'll learn a whole new way of doing battle in business, and this one may win the war.

To grow during a recession is an impressive feat for a business, and Prosek's PR and consulting firm did just that — twice.

It started a few years after Prosek took over the firm. She began to notice that she was doing all the work at the office and her employees were missing opportunities that she could clearly see. She talked with other business owners and realized that those in other industries were seeing the same problems.

She recognized that she needed to train her employees in entrepreneurial skills and she had to show them what she wanted. She created an Army of Entrepreneurs by instituting what she calls Commission for Life, which is a way for employees to increase their paychecks with one simple action. Prosek says that by giving her employees this "personal stake" in the company, morale improved, too.

Draft your own army

So how can you draft your own army?

First of all, Prosek says, create a core culture in your business. Adopt transparency in all aspects and "strive for overcommunication" because it keeps people informed and it squashes rumors.

Celebrate with your team and institute regular off-site fun. Offer cross-training, professional development, and mentorship programs. Encourage autonomy and make your employees fearless in the office and out. Present rewards often. Develop zero tolerance for

"deal breakers." Utilize social media and employee strengths. Always be aware of talent in need of a workplace like yours (but learn to interview prospects to choose wisely). Be a good boss.

Having been on both sides of the executive desk, what's inside "Army of Entrepreneurs" sure sounds great to me.

Think about it: employees love autonomy and a lack of micromanaging. Bosses love that the work gets done, on time and without fuss, which makes

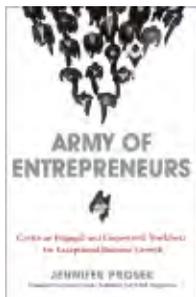
them look great. Company owners love business growth without having to worry about a revolving employment door. But will the AOE program work for a company of your size?

Author Prosek says it will, and she offers ideas and tips meant both for larger corporations wanting to give this method a whirl, and for smaller companies with very few employees. Prosek backs up her information with anecdotes and quizzes to keep managers of

any size business on the right track.

If you're taking a walloping from the New Economy, why not try something different by reading this book? At the very least, "Army of Entrepreneurs" will give your business a fighting chance.

Terri Schlichenmeyer reviews books as The Bookworm Says in LaCrosse, Wis. If you have a book you'd like her to review, send an e-mail to news@ncbr.com and we'll get it on her reading list.

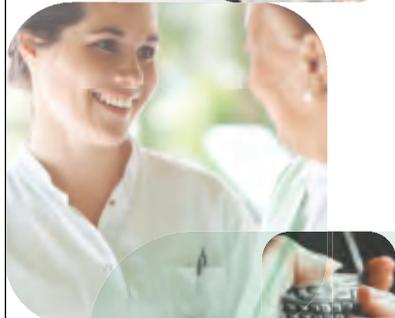


BOOKS

"Army of Entrepreneurs" by Jennifer Prosek 2011, Amacom, \$23 / \$26 Canada

Curious about digital marketing solutions?

The Northern Colorado Business Report has partnered with GrowthWeaver, a digital marketing solutions company that can help you add the right digital tools to your current marketing efforts.



"The Monfort College of Business at the University of Northern Colorado decided to increase student engagement by starting a Facebook page, created and managed by the talented people at GrowthWeaver. The page has provided a "window" to life at the College for potential students and a gathering place for current students. GrowthWeaver has done a great job for us. They continue to provide new and innovative ways to connect with students and alumni."

Michael Leonard, Director of External Relations
Monfort College of Business facebook.com/MonfortCollege

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spowell@ncbr.com



New Energy Legislation

Number in parentheses is total number of clean-energy laws passed that year; during Bill Ritter's term as governor, the state added 57 new clean-energy laws.

SB07-246
Created Clean Energy Fund

HB07-1037
Created energy efficiency rebates for consumers

HB 1281
Renewable Energy Standard
Doubled state standard, requiring large utilities to get 20 percent of energy from renewable sources

HB08-1350
Facilitated the financing of renewable energy projects

HB08-1387
Provided \$13 million for low-income energy assistance through 2012

HB08-1160
Extension of net metering, which allows customers to sell excess solar energy back to the utility company, reducing electricity costs



2007 (19)

2008 (13)

COMPILED BY J.Z.; SOURCES: GEO, CO GENERAL ASSEMBLY. NET METER IMAGE COURTESY WWW.DENSOLAR.COM. RITTER IMAGE COURTESY NEW ENERGY ECONOMY BLUEPRINT

NEW ENERGY, from 1A

and Senior Scholar were created in 2011, to enable the former governor to build on the state's — and his own — legacy as a leader for clean-energy business and jobs. The bare office suggests that Ritter hasn't been resting on his accomplishments.

"One of the things that I experienced as governor was the powerful impact of having clean-energy policy at the state level, even as Washington, D.C. tries to figure out its next move," said Ritter, dressed casually in a CSU sweat-shirt. "So we're going to take the lesson of Colorado (and) expand on that, by looking at what other states have done successfully in the clean-energy arena."



ITTER

Ritter launched his only term in office ambitiously, saying in his 2007 inaugural address, "Let's start by being bolder than any other state when it comes to renewable energy. Let's commit right now to making Colorado a national leader, a world leader, in renewable energy. Let's create a New Energy Economy right here in Colorado."

More than four years, 50 relevant laws, and thousands of new jobs later, Ritter appears to have followed through on his bold commitment. In Northern Colorado, the clean-energy sector has emerged as a local economic force drawing global attention, powered by home-grown and international companies big and small.

"When it comes to the broader view of the New Energy Economy in Colorado, the biggest benefit has really been the great job done over the past few years to put the state on the map with the top handful (of states)," said Sunil Cheria, founder and CEO of Spirae Inc, of Fort Collins, which designs and operates smart-grid systems. "It's created an environment that's a real advantage."



CHERIAN

Clean-energy technology companies, such as Spirae, have basked in the welcoming atmosphere and enjoyed support from state officials. But state programs, bolstered by federal stimulus funds, have also placed an emphasis on building insulation and weatherization programs, which can quickly provide jobs and energy-efficiency savings, although they have limited long-term impacts on remaking Colorado's clean-energy profile and economy.

"A lot of the funding over the past two years has gone toward energy efficiency and retrofits, and there's a focus

on large-scale job creation for more of the technician level," Cheria said. "My bottom-line take is that supporting more complex and sophisticated solutions that are required over the coming two to five years would, from an economic development perspective, actually enable more sustained (job) activity, as opposed to the kind of focus on weatherization and energy retrofits."

Now, as local clean-energy businesses seek to establish themselves and major, new companies settle into Colorado, business leaders and state officials are faced with figuring out their roles and needs as the New Energy Economy matures.

A swift payoff

Among Ritter's first moves as governor was rebranding the Governor's Energy Office, formerly known as the Governor's Office of Energy Management and Conservation. The new name reflected the fresh approach to energy policy. The state legislature backed Ritter's vision by creating the Clean Energy Fund. Using money collected from limited-gaming casinos, the Clean Energy Fund provided roughly \$15 million to the GEO in 2007 and 2008 to support business development and other efforts.

Ritter's endeavors paid off swiftly. Danish wind-turbine manufacturer Vestas chose Colorado for its North American manufacturing base in late 2007, after being wooed by local and state economic-development officials. The company committed to spend over \$1 billion to build four factories in the state, including a blade-manufacturing plant in Windsor, and has created more than 1,000 jobs to date.

Many other international and domestic companies followed, including the German solar-system company, Wirsol, which set up its offices in Fort Collins. Angelina Pramatarova, Wirsol's local business development manager, said the company located in Northern Colorado for several reasons, including the buzz about the New Energy Economy and the state's abundant yet under-tapped solar resources. But more local factors helped the company make its decision.

Wirsol often works with Abound Solar, the solar-panel manufacturer which developed out of CSU and is now based in Loveland with a factory near Longmont and an R&D facility in Fort Collins. Abound's regional presence and the existing community of clean-energy businesses, centered around the Northern Colorado Clean Energy Cluster — which was recently renamed and repositioned to include the entire state — CSU, and the technology incubator of the Rocky Mountain Innosphere, also attracted Wirsol.

A battery of laws

As a Democratic governor with a legislature controlled by his own party,

New Energy Economy Job and Company Announcements Since 2007:

2007

Company	Community	Industry	# of Jobs
Vestas Blades	Windsor	Wind Energy	600
IBM	Boulder	Green Data Center	100
Abengoa Solar	Lakewood	Solar Energy	65
Iberdrola Renewables	Boulder	Wind Energy	5

2008

ConocoPhillips	Louisville	Renewable Energy	TBD
RES Americas	Broomfield	Wind Energy	200
Dragon Manufacturing	Lamar	Wind Energy	200
Vestas Towers	Pueblo	Wind Energy	500
Vestas Blades	Brighton	Wind Energy	600
Vestas Nacelles	Brighton	Wind Energy	700
Broadwind Energy	Englewood	Wind Energy	100
Sun Edison	Westminster	Solar Energy	30
Woodward Governor	Fort Collins	Wind Energy	100
Confluence Energy	Kremmling	Biomass Energy	90
Rocky Mtn. Pellet Co.	Walden	Biomass Energy	-
Camco Global	Broomfield	Carbon Management	10

2009

HeXcel Energy Corp.	Windsor	Wind Energy	100
Abound Solar	Longmont	Solar Energy	300
Ascent Solar	Thornton	Solar Energy	200
Solix Biofuels	Ignacio	Biomass Energy	10
Prime Star Solar	Arvada	Solar Energy	200
GE Energy Controls	Longmont	Wind Energy	200
Creative Foam	Longmont	Wind Energy	35
E.ON Renewables	Denver	Wind Energy	10
RE Power USA	Denver	Wind Energy HQ	75
Bach Composite	Fort Lupton	Wind Energy	150
UQM Technologies	Frederick	Hybrid Vehicles Parts	78+
SunRun Inc.	Denver	Solar Energy	-
Siemens R&D	Boulder	Wind Energy	50
SMA Solar	Denver	Solar Energy	700
SGB USA	Wheat Ridge	Wind Energy	15
PMC Technology	Golden	Wind Energy	40
SolarCity	Westminster	Solar Energy	40

2010

SPG Solar	Denver	Solar Energy	5
A+F Sun Carrier USA	Lone Tree	Solar Energy	5
Dacke PMC	Golden	Wind Energy	40
Aluwind	Castle Rock	Wind Energy	30
Abound Solar	Longmont	Solar Energy	300
Vestas R&D	Louisville	Wind Energy	125
Juwi Wind	Boulder	Wind Energy	20
American Zephyr Corp.	Westminster	Wind Energy	30

CHARTS COURTESY NEW ENERGY ECONOMY BLUEPRINT

Ritter cranked out new laws to build up the state's clean-energy use and energy efficiency. The culmination came in March 2010 with the passage of a stronger state renewable energy standard, which now requires large utilities to produce 30 percent of their power from solar, wind, geothermal and other sources by 2020. Ritter said the standard, one of the highest in the country, means an increase in installed wind and solar energy; the law, along with others, has attracted some of the state's new businesses and investment.

"We never pursued policy for policy's sake," said Tom Plant, director of the Governor's Energy Office under Ritter. "The focus wasn't necessarily on passing



PLANT

legislation, it was on trying to create an environment where the New Energy Economy could succeed."

By the time Ritter left office in January, he had signed 57 clean-energy-related bills into law. Colorado now has the fourth most clean-energy jobs among all states. The sector is booming at 18 percent annual growth, more than twice the rate of the rest of Colorado's economy, according to a 2010 report by the Colorado Cleantech Industry Association.

Of course, even as the sector has added jobs in Colorado, the Great Recession has taken others away, and state budget shortfalls have grown. State lawmakers have allocated no money to the Clean Energy Fund since 2008. But just as state funds began to dry up, Colorado's New Energy Economy received an astronomical boost from President Obama's stimulus package.

SB09-51
Renewable Energy Financing Act
Makes solar energy systems more
affordable for homeowners and
improves market conditions for solar
companies

SB09-297
Expedited projects
receiving funding
through the federal
stimulus act



2009 (8)

HB10-1001
Renewable Energy
Standard
Raised standard
from 20 to 30
percent

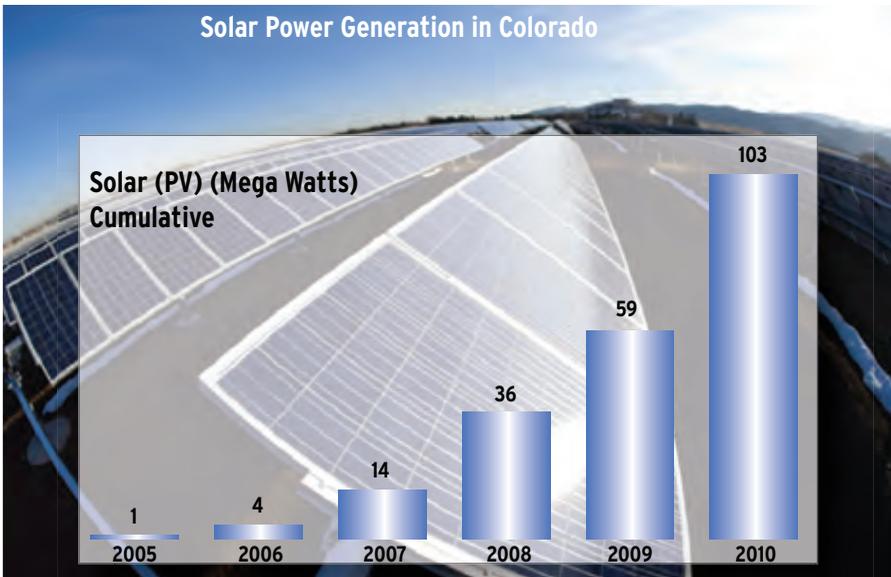
HB10-1365
Clean Air-Clean Jobs Act
Requires Xcel Energy to
retire or retrofit coal-
fired power plants, and
replace them with
natural gas-fueled
facilities or other low-
emissions energy
sources

HB10-1342
Created Community
Solar Gardens,
which allow
customers to own
part of a shared
solar array, even if
their property is not
suited for a solar
installation

SB10-180
Created
Colorado
Smart Grid
Task Force

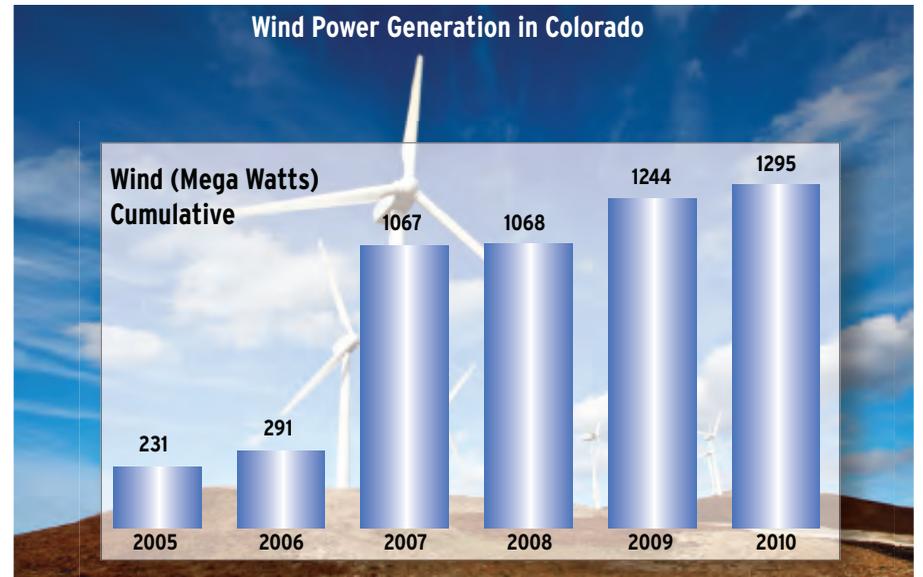
2010 (17)

Solar Power Generation in Colorado



CHARTS COURTESY NEW ENERGY ECONOMY BLUEPRINT

Wind Power Generation in Colorado



Insulation over innovation?

For Plant, the stimulus money's timing was "purely by accident," but it was an extremely beneficent one for his cash-strapped department. The federal American Recovery and Reinvestment Act directed nearly \$139 million to the GEO over three years, beginning in 2009, to create green jobs and reinvigorate the economy. The funds helped to support some ongoing and developing pilot projects, Plant said.

Most of the stimulus money, however, was dedicated to weatherization programs to improve insulation and energy efficiency for buildings. In addition to other money from the U.S. Department of Energy, the Recovery Act funds devoted \$80 million to weatherization and energy retrofits.

The money enabled the GEO to weatherize more than 7,400 homes and apartments in 2010, doubling its work from the previous year and helping low-income residents reduce utility bills. The projects also provided employment opportunities; the GEO partnered with community colleges and Veterans Green Jobs, a Denver-based nonprofit that gives job training to military vets and their families.

"Energy efficiency is, by far, the biggest bang for your buck when it comes to saving money for the consumer and for private buildings," said Jim Driscoll, who handled legislative and policy issues for the GEO before leaving last month.

But the crush of federal weatherization dollars oriented the GEO toward what Spirae's Cherian called a "low-hanging-fruit kind of a strategy." The initiative has created jobs and conserved energy, but done little to advance big-picture economic programs or to support complex and coordinated technology research.

"The Governor's Energy Office has not really been well funded," added Mark Chen, Abound Solar's marketing director. "They had a lot of pass-through money from the (U.S. Department of

Energy) through the stimulus bill for energy efficiency, but that doesn't really affect solar manufacturers or installers."

"The remainder of their funds was predominantly spent on pushing policy and the legislative agenda. They were absolutely key in scoring the (renewable-energy standard) expansion to 30 percent here in Colorado, which is great for the industry, but has no immediate impact," said Chen, whose company does most of its work outside the state. "We're not really seeing any incremental benefit yet."

Unenviable choices

The stimulus funds are scheduled to dry up by 2012, and the future of the GEO is somewhat in doubt. Gov. John Hickenlooper has pledged support for his predecessor's New Energy Economy programs, but has waffled on how he intends to fund the energy office.

Last month, the legislature passed a bill that prohibits the GEO from receiving limited-gaming money for the Clean Energy Fund, as it did in 2007 and 2008. The governor allowed the bill to become law — not by signing it, but by refusing to veto it — but sent a letter to the General Assembly asking for another funding source for the GEO. The Legislature has about a month left in this session, with an array of contentious issues still ahead.

Hickenlooper hasn't pursued an aggressive policy agenda similar to Ritter's, and he certainly faces a tougher political gauntlet since Republicans gained control of the state House of Representatives in the 2010 election. Instead, Hickenlooper has said he'll push



CHEN



HICKENLOOPER

for more energy-efficiency improvements to buildings.

"I know it's tough budget times. The governor has unenviable choices," said Bill Ritter, in speaking of his successor. "I'm mindful that the Governor's Energy Office, at least, will experience some cut-backs as a result of the downturn. But in terms of the policies that have been a part of our work, we really are hopeful they don't experience any kind of a roll-back."

The former governor is still spreading the gospel of the New Energy Economy; Ritter recently met with officials in Alaska and Arkansas to share his insight on the benefits of a clean-energy policy agenda. (For his part, Ritter isn't adding to the state's budget woes since his \$300,000-per-year job at CSU is being funded by the Bohemian Foundation and the San Francisco-based Energy Foundation.)

The GEO has already shed 15 percent of its staff — from 47 to 40 employees — since last year, according to Angie Fyfe, the office's local programs manager. The office has used some of the stimulus money to set up a revolving fund for businesses, but future income streams remain unclear. Driscoll, the former GEO policy official, said the office will have to become more focused and analytical under Hickenlooper.

In the meantime, business leaders say the state is missing opportunities and failing to address pressing issues. One recent report from the Colorado Solar Energy Industries Association shows that while permitting for projects varies widely across the state, depending on local rules, the average approval for a solar project in Colorado costs nearly twice as much and takes seven times longer than recommended national practices.

Comprehensive plan needed

In October, the Colorado Cleantech Industry Association produced a state action plan outlining the trends and challenges for clean-energy technology

businesses. One of the greatest obstacles for the state's New Energy Economy, according to the study, is the lack of a comprehensive energy plan to project changing power demands and sources over the next few decades.

"What would help in Colorado is if there is a coherent strategy or approach to economic development and to bring in more companies to the area," said Abound's Chen. "There are other companies who have considered Colorado — I've spoken to a number of them — and they say, 'We were looking at Colorado for our U.S. headquarters, and we went to Arizona or Texas.'"

"For whatever reason — and I don't know what the solution is — there are definitely a lot of companies who have expressed interest in coming to Colorado [because] there are a lot of great resources here from a technical, personnel, and environmental perspective," he added. "Yet, somehow, we're not creating this groundswell of interest in Colorado as a center for renewable energy."

Colorado has stayed ahead of the national curve in attracting clean-energy business. Through reputation, innovation and legislation, the New Energy Economy, as Ritter envisioned it, has taken root in the state. The impacts of state policies and the viability of clean-energy industries remain works in progress.

In Northern Colorado, the Fort ZED initiative to create a net-zero-energy downtown district in Fort Collins has moved forward on a mix of federal, state and local action. The highly coordinated program has advanced — with stops and starts — through policies, research support, and financial assistance. Other innovative experiments that seek to transform the state's communities and businesses, and how they generate and use energy, will require similar collaboration and strategic planning.

"Colorado has a lot of the assets in place, more than any other place that I'm aware of," said Cherian of Spirae. "But it definitely needs capital and the ability to pull it together, which hasn't happened yet."

Largest Mortgage Lenders

Ranked by total dollar volume of loans originated in region



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	TOTAL REGIONAL LOAN DOLLAR VOLUME 2010 TOTAL REGIONAL LOAN DOLLAR VOLUME 2009	AVG. REGIONAL LOAN SIZE 2010 AVG. REGIONAL LOAN SIZE 2009	NO. LOCATIONS EMPLOYEES-LOCAL	PERCENT OF LOANS IN LARIMER, WELD AND BRIGHTON PERCENT OF LOANS REFINANCED	PERCENT OF LOANS CONVENTIONAL PERCENT OF LOANS GOVERNMENT	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	WELLS FARGO HOME MORTGAGE 3500 JFK Parkway, Suite 110 Fort Collins, CO 80525 970-223-1856/970-229-1930	\$1,000,000,000 \$1,000,000,000	\$225,000 \$225,000	7 25	35% 65%	65% 35%	mark.hensler@wellsfargo.com www.wellsfargo.com	Mark L. Hensler, Branch manager 1906
2	3	BANK OF COLORADO MORTGAGE DIVISION 4848 Thompson Parkway Loveland, CO 80534 970-663-2999/970-461-9777	\$238,000,000 \$224,000,000	\$204,000 \$200,000	1 50	N/A N/A	N/A N/A	N/A www.bankofcoloradomortgage.com	Clark Johnson, President 1903
3	NR	CORNERSTONE MORTGAGE CO. ① 2809 E. Harmony Road, Suite 200 Fort Collins, CO 80528 970-206-4663/866-378-8418	\$233,139,620 N/A	\$212,331 N/A	22 77	53% 56%	62% 38%	snowling@houseloan.com www.Colorado-Cornerstone.com	Gene Humphries, President, Colorado division James C. Hunter III, Senior vice president 1988
4	2	BANK OF AMERICA HOME LOANS 3720 S. College Ave. Fort Collins, CO 80525 970-818-3038/970-818-3017	\$180,000,000 N/A	\$190,000 N/A	3 36	95% 64%	76% 24%	N/A N/A	Mark Wisroth, Home loans manager N/A
5	NR	ACADEMY MORTGAGE CORP. 2695 Rocky Mountain Ave., No. 270 Loveland, CO 80537 970-776-4336/970-776-4304	\$173,000,000 \$164,000,000	\$250,000 \$225,000	8 49	35% 7%	35% 65%	sherri.knott@academy.cc www.academymortgage.com/sherriknott	Sherri Knott, Branch manager 2001
6	4	THE GROUP GUARANTEED MORTGAGE 2803 E. Harmony Road Fort Collins, CO 80528 970-229-2512/970-229-2511	\$154,358,832 \$216,959,665	\$205,811 \$212,706	6 11	93% 35%	69% 29%	stu.hoime@thegrouptomortgage.com www.thegrouptomortgage.com	Stu Hoime, Venture manager 2006
7	5	1ST CITY MORTGAGE GROUP 3615 Mitchell Drive Fort Collins, CO 80525 970-266-9111/970-266-0498	\$149,331,450 \$155,292,100	\$208,400 \$219,200	1 14	93% 42%	67% 27%	moao@frii.com www.ftcollinsloan.com	Mick Occhiato, Senior mortgage planner 2001
8	7	FIRSTBANK 1013 E. Harmony Road Fort Collins, CO 80525 970-223-4000/970-282-3925	\$106,580,000 \$101,041,000	\$182,188 \$164,294	13 65	N/A N/A	N/A N/A	banking@efirstbank.com www.efirstbank.com	Patrick M. Brady, President 1963
9	6	FCM HOME LOANS 4900 S. College Ave., Suite 110 Fort Collins, CO 80525 970-484-5626/970-484-1180	\$82,000,000 \$130,000,000	\$237,000 \$242,000	1 9	95% 72%	37% 58%	scott@fcmoney.com www.fcmoney.com	Scott Charpentier, Founding partner 1993
10	9	HOME STATE BANK 1355 E. Eisenhower Blvd. Loveland, CO 80538 970-622-7198/970-669-6228	\$28,000,000 \$32,000,000	\$220,000 \$210,000	1 5	95% 80%	80% 20%	bank@homestatebank.com www.homestatebank.com	Harry J. Devereaux, President 1950
11	NR	PRIME LENDING GROUP LLC 1130 Grayhawk Road Eaton, CO 80615 970-454-0100/970-454-1166	\$6,500,000 \$8,000,000	\$225,000 \$250,000	1 N/A	65% 70%	90% 10%	kemah@primemountain.com www.primemountain.com	Kemah Thomas, Owner 2001
12	12	A TEAM MORTGAGE LLC 6200 W. Ninth St., Unit 3 Greeley, CO 80634 970-353-1122/970-797-1794	\$6,000,000 \$3,000,000	\$200,000 \$225,000	1 1	100% 40%	100% 0%	ateammortgage@msn.com www.a-team-mortgage.com	Linda Asmussen, Owner 1996

Region surveyed is Larimer and Weld counties and the city of Brighton. Equitable Savings & Loan Association did not respond in time to be included in this list. N/A-Not Available. NR-Not Previously Ranked. ① Figures include all four locations.

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

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Wednesday, May 18th
5:15 p.m. - 7:30 p.m.

Hosted by Realtec
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BANKING & FINANCE

Loan originators see dark at end of Reg. Z tunnel

Court could decide fate of mortgage compensation rule

By Michelle LeJeune
news@ncbr.com

"Unfair practices" involving mortgage brokers and loan originators are targeted in a part of the Truth in Lending act slated to begin April 1, but the rule's effect could turn the world of the broker around, and not in a good way, according to those in the loan industry.

The Z Loan Originator Compensation and Steering 12 CFR 226 rule — more commonly called Reg. Z — implements the Truth In Lending Act passed by Congress in 2008 by strengthening consumer protections. Reg. Z changes the way mortgage brokers, or any person or company that arranges a mortgage for a client, are compensated.

Traditionally, mortgage brokers were paid directly by the home buyer. The practice of lenders providing additional compensation to brokers who brought them high-interest loans is relatively new. Borrowers weren't always aware of this part of the transaction and that it led to higher loan costs for them.

Under Reg. Z, payments to brokers linked to loan interest rates — called yield-spread premiums — will be a thing of the past. Mortgage brokers' opportunities to make money may be reduced as banks and mortgage lenders will only be able to pay commissions tied to the mortgage loan amount.

Reg. Z was designed to protect borrowers by "prohibiting compensation to a loan originator, paid by any person other than consumer, that is based on loan's terms or conditions. (The) amount of credit extended (loan amount) is not deemed to be a term or condition provided it's a fixed percentage," according to the Federal Reserve System.

On March 8 and 9, the National Association of Independent Housing Professionals and the National Association of Mortgage Brokers filed separate lawsuits to stop the law from going into effect. In part, the suits claim that Reg. Z will cause "a competitive disadvantage and will stifle competition," and "mortgage brokers are already losing their life blood, their loan officers ... ultimately the mortgage broker industry will become extinct."

On March 11, the Federal Reserve Board combined the lawsuits; on March 31, a stay was granted by the U.S. Court of Appeals, delaying implementation of the rule at least until a hearing on April 5, the day the *Business Report* went to press.

Bad for borrowers

Kathleen Day of the Center for Responsible Lending said that practices such as yield-spread premiums were

bad for all borrowers. It paid people to steer borrowers, and not just borrowers with shaky credit, into higher-than-market-rate loans. She cited a 2005 study by a San Francisco research firm called First American Loan Performance that found over half of the borrowers with good enough credit to qualify for conventional loans instead wound up with subprime mortgages that were then packaged into securities for sale to investors. The study looked at more than \$2.5 trillion in subprime loans.

"(Before Reg. Z), brokers had a fundamental interest to act against the best interest of the borrower," Day said. "It was a bad product. You can put lipstick on a pig — the pig here is yield-spread premiums — but it's still a pig."

The NAIHP and NAMB aren't the only ones unhappy with Reg. Z. Gene Gustafson, Fort Collins branch manager for imortgage, is not a fan.

"The rule undercuts the free market," he said. "It will turn the world of the mortgage broker around. I've competed

with them all of my career, but I think you let the market decide. (Reg. Z) gives way too much power to the Feds. If there is a compensation tsar, who has the knowledge to say what (the compensation) should be?"

While Cornerstone Mortgage is making plans to deal with the changes, Executive Vice President Julie Piepho characterizes Reg. Z as unnecessary. "Why do we have to protect borrowers?" she asked. "We don't protect them over a car or refrigerator (purchase). This is one of the first industries where Congress has tried to regulate compensation. There isn't regulation over others."

That may be so, said Day of the Center for Responsible Lending. However, "no other industry has so many subsidies, or FDIC insurance, or called 'too big to fail.' As soon as you put taxpayers on the hook, taxpayers have a seat at the table."

Market adjustment

How will the market adjust? Piepho



PIEPHO



GUSTAFSON

said that many businesses will go ahead and change compensation structures. However, "if everyone makes compensation neutral there will be no increase in rates for consumers. We're trying to keep compensation neutral."

There might be fewer loan officers. "We've already seen a decrease in the licensing of loan officers," she said.

Gustafson said that we may see an exodus of loan officers from business to business because "whoever figures out how to adjust into the most advantageous way (to compensate loan originators) will get a lot of people coming to their company."

Mick Occhiato, branch manager and a mortgage banker for 1st City Mortgage Group, a division of Megastar Financial, the largest locally owned mortgage company in Colorado, has yet another take on the future with Reg. Z.

"In short, I believe the big banks will benefit from this new rule and the consumer will end up paying much more in closing costs and in higher interest rates. Luckily, our company has always been very transparent with our loan officers so we will not be affected like many mortgage companies," he said.

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BANKING & FINANCE

April not so taxing for accounting family

Muellers brought next generation into CPA firm

By Maryjo Morgan
new@ncbr.com

LOVELAND — As income tax season kicks into high gear, the families of accountants know they won't be seeing much of their loved one until sometime after mid-April.

Unless, of course, the entire family works in the accounting business, like the Muellers.

Teresa and Paul Mueller are both CPAs, and had vacationed in Colorado often when they lived in Houston. By early 2009 they decided they'd like to live here full time, so they left Texas behind and began establishing Mueller & Associates CPA LLC in Loveland.

Paul Mueller remembers those hectic times well.

"We'd only been in town for a year and our business was growing quickly," he said. "Teresa was spending too much time out front handling the phones or with clients when they came to pick up their paperwork. We made a strategic decision to hire a full-time associate and a full-time office manager. We were ready."

As they contemplated the time that finding the right people would require, they suddenly realized they already knew the perfect candidates: their daughter Ingrid and her husband, Lou Bush, back in Houston.

Paul had worked with Ingrid professionally before, and he and Teresa wasted no time in presenting their proposal to the younger couple. They leapt at the opportunity to move to Loveland.

"There is a certain level of dependability built in," Paul said. "When we hired Lou and Ingrid, there were not a lot of unknowns. We already knew their strengths."

"The best thing about being in a family business is knowing who you are working with from day one," Lou Bush said. "There isn't really a 'getting to know



Maryjo Faith Morgan, Northern Colorado Business Report

TOGETHER AT TAX TIME — The Mueller CPA firm now includes intern Drew Trani; associate and son-in-law Louis C. Bush, office manager and daughter Ingrid H. M. Bush; associate Brooke M. Hupp; Director of Accounting & Advisory Services and mom Teresa E. Mueller, and Paul F. Mueller, Managing Director and dad.

everyone' curve like most places when you start a new job without knowing your co-workers."

Within Mueller & Associates, each person's particular capabilities are put to good use for the firm's 600 clients.

"We all pitch in, say what needs to be done, and do the job as expected," Teresa said.

Paul is the expert on taxes. Lou performs audits. Ingrid's knowledge is in marketing and management, while Teresa's expertise lies in accounting with Quick Books. She also serves as the only representative from Colorado on Intuit's Accountant and Advisor Customer Council.

Smooth workflow

The family members have established a smooth daily workflow which has allowed other employees to quickly become part of the dynamic. Within the office, respect and regard for one another is obvious, and all of the co-workers address each other by their first names.

Ingrid said this paradigm developed naturally.

"Previously, when my dad and I worked together at the same firm, I

Mueller & Associates CPA LLC

Founded: 2009

Management: Paul F. Mueller, CPA, Managing director, and Teresa E. Mueller, CPA, Director of Accounting & Advisory Services

Headquarters: Loveland

Product/Service: Tax and accounting advice and service

Employees: 5

Web: www.mueller-cpa.com

SOURCE: BUSINESS REPORT RESEARCH

them on holidays is one thing, but when you are working in a business, there has to be a successful dynamic among everyone involved," he said. "From the top down, it still must be approached and treated like any other business in order to be successful."

"The very fact that we are a family requires a natural sense of professionalism without being stuffy," Ingrid added. "The best thing about working together here is our flexibility. We have a comfortable professional environment that isn't too rigid."

The flexibility also allows members of the firm to be involved in the life of the community.

"Simply being in a city with the small-town closeness Loveland has demands getting out of the office and out into the community," Lou said.

Family members can be found serving on boards and being part of non-profit organizations such as the Community Foundation of Northern Colorado and its work on the Rialto Bridge project in downtown.

"Things are happening and it feels like we are right there on the edge of big things coming," Teresa said.

thought it sounded better for me to say, 'Paul needs to see you' rather than 'my dad needs to see you.' But when 5 o'clock comes, it switches back to 'Dad'."

The Mueller family's combination of skills and expertise have produced a successful firm. Whether going into business with relatives is a long-cherished dream or a serendipitous inspiration, to make it work Lou says it is essential to truly know your family.

"Being with family and visiting with

Capital West National Bank

Welcomes



Doug Woods

The Capital West National Bank board of directors has announced the hiring of Doug Woods as their new president. Doug is a career banker with 30 years of experience in the banking industry, specializing in commercial banking.

A native Coloradoan and graduate of CSU, Doug has stayed in the front range area. With three daughters attending CSU, Doug has watched Fort Collins grow into an outstanding community and has finally found his way back here to live.

Doug said he is excited to be a part of the Capital West team and looks forward to using his experience to provide financial advice and strategic guidance for its customers. *Stop by and visit with Doug and his outstanding team to see what they can do for you and your business.*

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BANKING & FINANCE

Challenge yourself: Performance through metrics

Relevant data can take your analyses to whole new level

In my work as a CFO and controller, I have seen many significant economic changes recently, and keeping up on the latest trends and advice can be incredibly confusing. By the time you read the latest projections and articles and understand how they relate to your business, the information is likely outdated.



GUEST COLUMN
Mark LaBere

That is why small businesses should push to get their financial metrics designed, organized, and understood faster — and then use that information to drill down to the triggers that affect the business.

Many business owners assume that they should simply accept typical business metrics. While typical metrics are applicable, each business is different and therefore different metrics need to be created and measured. They hire CFOs to provide the best data that makes sense for the current conditions.

But if you own a business, you have developed an intuition about the information that some of the most experienced CFOs don't have. Instead of accepting standard metrics, you need to take your analysis to a new level. Create the ability to test your intuition against the information you have acquired, and have it supported with new facts. In this scenario, a CFO is the one who says, "the numbers say..." but you are the one who makes that data relevant to your business' specific environment.

Ask everyone at your company to innovate and challenge the status quo of your current business intelligence. Challenge yourself to create three to five new metrics that your business should measure. Key Performance Indicators do not have to be traditional items. You should collect the traditional KPI, but take time and assemble the relevant information that makes the most for your business.

Develop business intelligence

So what do you do with all this information? First, keep in mind that even if innovative, business intelligence needs to be quickly available, streamlined,

unambiguous, and robust. Develop metrics into business intelligence that works for your unique business, its environment, and your micro-economy.

Next, put it to use, and remember that in today's tough credit market, information that is converted into business intelligence and the recurring metrics is a key component in your relationship with your banker.

The recent financial crisis, and subsequent changes to banking metrics, led to a new set of rules that will affect your relationship with your banker. Your banker will expect specific, additional analysis and consistent metrics within even the standard set of reports. The business intelligence you provide needs to follow the template that has historically worked within the banking industry. But since metrics are just a snapshot of a point in time, you must be prepared to tell the rest of the story.

Be ready to explain, in precise words, market changes and challenges, and what changes you have made to your structure. Fully describe your growth strategy. Your banker is taking a risk on you, and you need to show you're worth it. You must give your banker the information they need to place faith in your strategic plan. A banker doesn't just

want numbers; he needs analysis.

Here are some key points to include in any report:

- **First, you need a thorough understanding of where your business is going and how you are going to get it there.** Start with a quality budget that's flexible, consistent with your business strategies, and allows for scalability. It should also

contain the primary "what if" scenarios.

- **Second, know what your capital spending requirements are and back them up with well-thought-out reasoning.** Evaluate the strength of your Information Technology environment. For an asset-intensive company, what does your return on fixed assets look like compared to the previous month, the previous year, and long-term trending? If your metrics are pointing to a vastly improved net income, be wary of asset fatigue and be prepared to reinvest constantly.

- **Third, banks want to know how good you are at covering your debt.** A plan to tighten your cash flow and improve working capital has to actually be feasible for the long term. Cutting staff might work in the short term — and I have even witnessed hiring-to-prosperity as a short-sighted strategy. But, like assets, people get fatigued, and pushing your staff "to do more with less" works only for a short time.

- **Finally, your success will start with identifying metrics and processes that your business uses every day, every week, every month, and every**

year. Are your employees implementing and following processes in a very mediocre way? Mistakes happen because of weak processes and controls. Uncovering poor processes during an audit is often too late. And reliance on metrics that are wrong because of poor processes can ruin a once-thriving banking relationship.

In this new era, you need to understand your banker's needs and address them directly with a keen sense of applicable business metrics. This can give you

a successful response as well as challenge you to think differently in this new economy, providing you with a perpetual teaching moment about yourself.

Mark LaBere MBA, is CFO Business Partner with AscendCFO; he can be reached through www.ascendcfo.com. With offices in Denver and Akron, Ohio, the company offers small- and medium-size businesses access to experienced, part-time CFOs and controllers to implement financial systems and procedures.

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GEEK, from 9A

derful things about the 37Signals Suite, so I decided to check it out. With product testimonials from Warner Brothers, Addidas, National Geographic, and Kellogg's, it was worth a look, right?

The 37Signals Suite is centered on the appropriately named Basecamp. At its core, Basecamp truly puts collaboration into the project management process. Highly focused on communication at all levels of a project, from the visionaries to the designers to the implementers, even to the vendors and customers, everyone gets folded into the Basecamp mix.

Basecamp provides some seriously cool planning, scheduling and implementation tools, but in my opinion its file-sharing capability is beyond awesome. Basecamp allows you to upload

all your files into a central location, making sharing with your team and/or client a breeze. But it adds one more critical step: version control.

When you upload a new version of a file, Basecamp makes a copy of the old version and hangs on to it for safe keeping. This makes it easy to go back and see what was changed and who made the change. And if you find that a previous version of a file is what you actually wanted all along, you still have it.

Basecamp also provides time tracking and, with the use of third-party add-ons, can even generate invoices and billing statements.

Manage your contacts

The next piece of the suite is the contact management system known as Highrise. I've actually gotten a lot of use out of this product from a personal productivity level. Think of Highrise as

Outlook on steroids: a conversation management system. It allows you to keep detailed notes about a contact, like where you first met, their hobbies, their spouse's name. But it also helps you keep track of every conversation, email, call, meeting, document, and deal you've ever had with that contact.

There is an email "dropbox" address assigned to every Highrise account that lets you automatically attach email messages to the contact. When you send your messages through Highrise, the dropbox address is added to the BCC field and you now have started a paper trail of communications. This comes in real handy when you need to jump back quickly in time and retrieve something that was specific to a project or conversation.

Highrise also lets you track proposals and deals, along with their status — pending, won, lost. And just like with contacts, you can attach notes, files, or just

about anything to a deal, so all your information is right there at your fingertips.

The third component is Backpack. As its name implies, this a tool for storing the important stuff for companies on the move.

Do you know how to transfer a call on your company's phone system? Do you know how to setup your email account on your new laptop or iPad? Do you know the steps to properly accepting a bid and filling out a work order, and if not, who do you ask who does? The answers could all be setup as "pages" inside of Backpack.

Backpack is your company's intranet — a repository of all those things (forms, documents, how-tos, and guides) that are currently scattered across your office in who knows how many filing cabinets or desktops. The possibilities are endless, but a few cool ways that Backpack has been used can be found at <http://backpackit.com/examples>.

In addition to being able to store useful information, Backpack also features a group calendar, a centralized message center, and an email/text alert and reminder utility.

Gather round the Campfire

The final component to the 37Signals Suite is Campfire. Campfire is an in-browser chat tool that you can use to communicate with your organization, team, colleagues or customers. Chatting isn't for everyone, and while I can see the merits of using a chat system, I can also see the problems. It is what it is.

Some of the cool things that can be done with Campfire, though, are image viewing and conference calling. If you are currently using an instant message (IM) service in your office and have been looking for a way to have three or more users in a conversation, then Campfire is your answer.

For me, two things are a must when it comes to project/collaboration management software: simplicity and portability. I don't want to spend a tremendous amount of time learning how to use a system, or even worse, learn just the bare essentials and miss the real power and productivity aspects. I also want access in as many places as I can get it — in the office, at home or on the road.

The 37Signals Suite provides all this. It is incredibly simple to use, and each component has an extensive FAQ section, Customer-To-Customer Knowledge Base, and support from 37Signals for a monthly, pay-as-you-go fee based on the number of projects and amount of storage needed. Being a web-based — wait, I mean, cloud-based — product, access is available anywhere you can get to a browser. Basecamp, Highrise, and Campfire have mobile apps available for download as well.

If you are looking for a system that seamlessly integrates into your current workflow without any adjustments, then the 37Signals Suite probably isn't for you. However, if you are looking for an affordable, accessible, well-supported set of tools to help organize your team and projects, then consider giving the 37Signals Suite a try.

Until next time: Cogito. Lego. Diligo.

Michael 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, e-mail him at news@ncbr.com.

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**BUSINESS
REPORT**

GAVE BUSINESS THE MEANS TO GO GREEN

Thank you to all of the Green Summit Speakers and Panelists.

The lunch keynote address was given by former Colorado Governor Ritter now with the CSU School of Global Environmental Sustainability. The breakfast speaker was Mona Newton of the Governor's Energy Office. We thank both for their support and participation.

Green for Green: Green for Green: Financing, funding, rebates, and grants to green light your green project

- Hillary Dobos, GEO, Carbon Fund
- Sid Fahsholtz, Kennedy & Coe
- Ruth Quade, City of Greeley
- Stephen Ponce-Pore, Bank of Colorado, Loan Officer, Energy Programs Manager

The Green Office: Ideas and resources to green your office practices

- Bob Vomaske, Vista Solutions Corporation
- Jim Cambon, Cambon Photography
- Shari Grant, OfficeScapes
- Patrick McMahon, The Farnsworth Group
- Rose Watson, Larimer County
- Rosemarie Russo, City of Fort Collins

Growing a Green Culture: Views and how-to's from master sustainability directors

- Rosemarie Russo, City of Fort Collins
- Ashley Haas, Brinkman Partners
- Dianne Ewing, Avago Technologies
- Angie Milewski, BHA Desingns

Green Power: Alternative fuels and infrastructure for a greener ride

- John Daggett, Embrace Northern Colorado
- Barbara Kirkmeyer, Weld County Commissioner
- Tracy Ochsner, City of Fort Collins
- Sheble McConnellogue, No Co Clean Cities
- Art Hale, State of Colorado Fleet Director

High Five for Green Success!

- Jennifer Jones, Crossroads Safehouse
- Justin Larson, JCL Architecture
- Jim Cambon, Cambon Photography
- Michael Kirk, Larimer County
- Kate Hagdorn, The Neenan Company
- Laurie Macomber, Social Media Pilots
- Carrie Rossman, Better Business Bureau
- Angie Penland, 1st National Bank
- Marybeth Snyder, Diesel Services
- Rosemarie Russo, City of Fort Collins
- April Wackerman, IBE-CSU
- Ruth Quade, City of Greeley
- Shawn Campbell, SuperShuttle

BEYOND THE LIMITS AWARD

The Poudre Valley REA Beyond the Limits Award was established to recognize the commitment made by a Northern Colorado company to sustainable business practices. The 2011 awards were presented to CEMEX of Lyons for industrial business practices, and to Jeff and Kathryn Glover for residential practices.

THE ENVIRONMENTAL ENTREPRENEUR OF THE YEAR AWARD

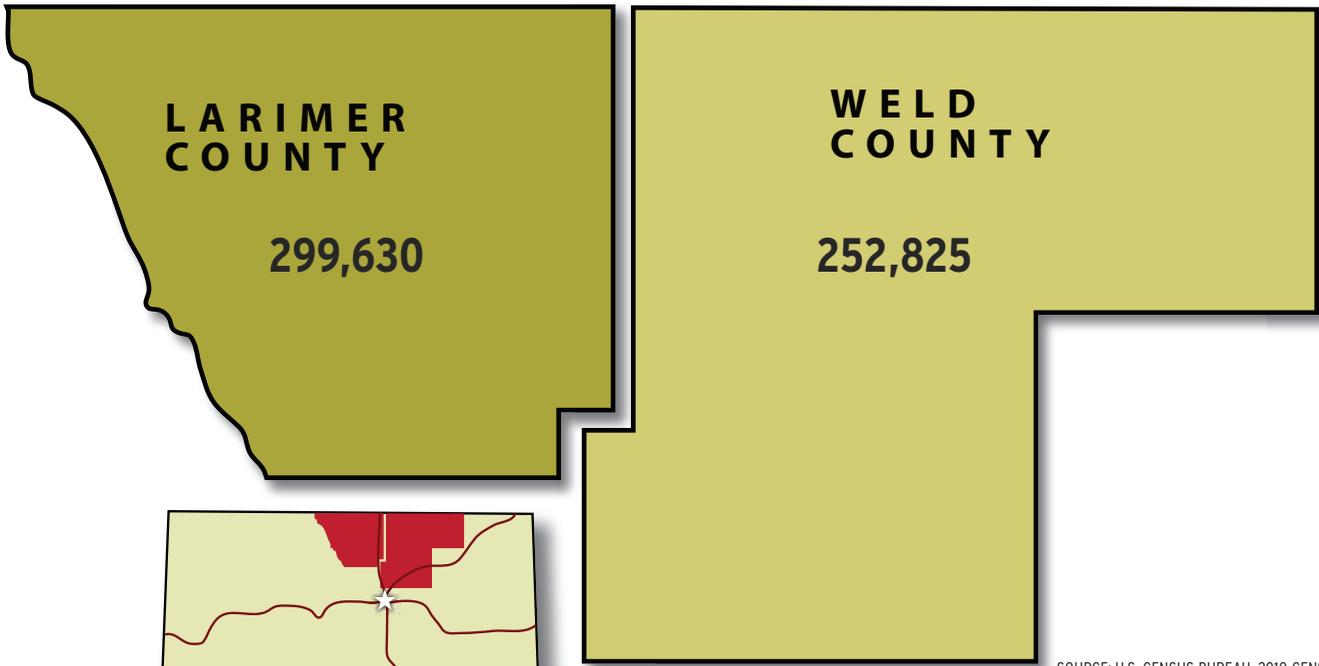
The Environmental Entrepreneur of the Year Award recognized two Northern Colorado companies for their entrepreneurial spirit and innovation; Riverside Technology Inc. and Rocky Mountain Sustainable Living Association both received Environmental Entrepreneur of the Year Awards.

Watch for Green Summit 2012
Information available at NCBR.com

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Who's Growing? To the right are 2010 populations and growth for Northern Colorado communities over the last decade.



Total population for Northern Colorado: 552,455

Community	Population	Percent change
Fort Collins	143,986	21.35
Greeley	92,889	20.74
Loveland	66,859	32.11
Windsor	18,644	88.4
Evans	18,537	94.84
Erie	18,135	188.27
Firestone	10,147	431.81
Johnstown	9,887	158.35
Frederick	8,679	251.8
Fort Lupton	7,377	8.69
Wellington	6,289	135.37
Estes Park	5,858	8.22
Berthoud	5,105	5.5
Eaton	4,365	62.27
Dacono	4,152	37.71
Mead	3,405	68.82
Severance	3,165	430.15
Platteville	2,485	4.85
Laporte	2,450	(-8.96)
Hudson	2,356	50.54
La Salle	1,955	5.73
Ault	1,519	6.08
Kersey	1,454	4.68
Pierce	834	(-5.66)
Timnath	625	180.27
Nunn	416	(-11.68)
Red Feather Lakes	343	(-34.67)

CENSUS, from 3A

jobs in other nearby communities. "We're pretty centrally located between all of the larger towns," he said. "And probably the cost of living. Housing costs are probably less expensive here than some of our surrounding communities."

Holdren said keeping up with the growth has been a challenge that the town has met. "We've done pretty well with that," he said. "Our (town) staff has increased with the growth, but we still run a pretty skeleton crew. We've tried to keep up with it as it's happened."

Holdren said Severance is now poised to become more of a community where people live but work and shop elsewhere. "We're still pretty much a bedroom community, but as we keep growing we'll pick up some retail. We're moving right along and hopefully we'll get there someday."

Other Northern Colorado towns recording big population jumps were Frederick (251.8 percent), Erie (188.3 percent), Timnath (180.3 percent), Wellington (135.4 percent), Evans (94.8 percent), Windsor (88.4 percent) and

Mead (68.8 percent). Elsewhere in Northern Colorado, growth through the 2000s was mostly steady but more restrained. Fort Collins grew by 21.35 percent, adding another 25,000 residents and reaching a population of almost 144,000. Greeley grew by 20.74 percent, adding about 16,000 new residents and closing on a population of 77,000.

Of the three biggest cities in Northern Colorado, Loveland grew the most with a 32.11 percent population increase. Loveland added just over 16,000 new residents and now claims a population of nearly 67,000.

A few Northern Colorado towns lost population during the last decade, including Red Feather Lakes (34.67 percent), Nunn (11.68 percent), Laporte (8.96 percent) and Pierce (5.66 percent).

Weld grows faster than Larimer

Both Larimer and Weld counties had substantial population gains in the 2010 census, with Weld recording a 39.73 percent increase while Larimer posted a 19.14 percent gain.

Weld County Commissioner Doug Rademacher said he believed much of Weld's population surge was from near-

by areas that saw Weld as a more affordable place to live.

"Homes are generally cheaper here, so there's more bang for the buck," he said. "Obviously, a lot of that growth took place in the southwest part of the county and the Windsor area. I think it's mostly a migration from the west — people coming from Boulder County — and from the south and the Denver area."

Elizabeth Garner, state demographer, said Colorado's 16.9 percent growth dwarfed that of the nation as a whole — 9.6 percent — and made the state the ninth-fastest-growing state in the nation.

Still, the 2000s were a far cry from Colorado's 30.6 percent growth seen in the 1990s. "But that's a good thing," Garner said. "The growth we had in the '90s was unsustainable and really out of control."

Meanwhile, towns like Severance and Firestone are basking in the prosperity of the growth they experienced in the 2000s despite two national recessions.

"We weathered the (last) recession as well or better than most other places," said Firestone Mayor Auer. "I'm at a lot of ribbon-cuttings, and most mayors aren't doing much of that these days."

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Courtesy Allnutt Funeral Service

FIFTH GENERATION – Rick Allnutt shown with his father, Bill, is the fifth generation to run the family business, Allnutt Funeral Service.

FAMILY, from 3A

Faren, the third generation of Strohs, joined the rest of the family in 1992, although he had worked with his father and grandfather at auctions for at least a decade by then.

Even though Ray Stroh has been gone for about three years, his desk sits, as it was when he was alive, in the front area of the downtown Loveland office. This ongoing tribute to the business's founder still causes longtime customers to stop by to sit at Ray's desk and visit.

Weedin Insurance

Ken, Lawrence, Mark and Eric Weedin are all involved with the Weedin Insurance Agency in Loveland and Berthoud. Eric proudly says they are the oldest insurance agency in Loveland.

The eldest Weedin, Ken, who will be 88 years old in May, still makes it in into the office most workdays. This has been his routine since he started the business in Loveland in 1956 and in Missouri before that; he does occasionally take some well-deserved vacations.

Ken's son Lawrence did not come into the family business right away. He was a high school teacher and wrestling coach in Berthoud. Several years ago, he stepped in to help his father, and has been working in insurance ever since. He considers it a good decision.

Lawrence's son Eric expanded the Weedin Agency's geographic reach by



Kate Hawthorne, Northern Colorado Business Report

HALF CENTURY MARK – Lawrence Weedin, with his father, Ken, and sons Eric and Mark, are proud to work for the oldest insurance agency in Loveland, The Weedin Agency. Ken started the business 50 years ago, and still makes it into the office almost every day. Ken's wife Margie shares this office with Ken,

opening the Berthoud office in 1999, in part because of his father's involvement with the local high school.

Eric said that the business allows him to help so many people. He added that he never thought he would work a day in the family business. Mark, Eric's brother, joined the family venture about two and a half years ago.

Lawrence and sons all agree that they enjoy working with each other and their father, but all signs point to Eric and Mark being the last Weedins to sell insurance. Future generations don't seem inclined to become insurance agents — but that could change.

Allnutt Funeral Services

A business sustaining for three generations is quite an accomplishment, but a company that operates in Fort Collins, Loveland, Greeley, Loveland and Estes Park could soon welcome its sixth generation. That company is Allnutt Funeral Services.

On April 6, Allnutt Funeral Services celebrated its 125th year in business. According to the Colorado State Chamber of Commerce, it is the oldest

continuously operated business in the state — just a decade younger than the state itself.

Rick Allnutt, the fifth generation, said it is typical for many funeral businesses to be passed from generation to generation. He attributes this to the nature of the business, which is very personal and family-focused.

Rick Allnutt is proud that his father Bill, who is 81, still tends to work almost every day. According to Rick, Bill never pressured him to join the business; it was something he wanted to do.

Spenser Allnutt, Rick's son, is contemplating joining the business, and would be generation number six. Right now he is out "doing things in the world," Rick said, and although he does not want Spenser to feel like he has to join the businesses, but is happy it is an option.

Rick also has a 17-year-old son, Walker, so there could be more family in the business at some point.

A common thread ran through all these successful businesses. They all are people-focused, hire good people from outside the family, and genuinely care

for their customers. This is true whether it is caring for a family after losing a loved one, helping someone purchase their dream home, a business or land, or assisting people to have proper insurance on their life and property to ensure their piece of mind.

BBB, from 9A

small one-person business to be trusted by customers as it is for a corporation with hundreds if not thousands of employees.

On April 21 the Better Business Bureau Torch Awards for Business Ethics will honor Northern Colorado and Wyoming businesses for being exemplary ethical businesses. The theme for the evening is "The Art of Trust."

That the art of trust is paramount in all relationships with employees, customers, vendors and stakeholders is evident with all of this year's nominees.

Spiro Palmer, owner of Palmer Flowers, said communication and accountability is the basis of every relationship his business builds with cus-

tomers and suppliers. The seamless relationship between upper management and front-of-the-house employees is a result of company training.

Customer satisfaction is also the number one goal at Colorado Boat Center. The employee handbook states: "Customers ... are human beings with feelings and emotions like our own ... not someone to argue with or match wits with They are people who bring us their wants and it is our job to fill those wants ... they are the lifeblood of our business."

Walker Manufacturing prominently posts "What We Believe at Walker" both in its facility and on its website. It emphasizes the importance of operating by principles that are optimum for employees and their families and the first letter of each bulleted item spells "opportunity abounds." Included in the

statement are these gems: promises are to be kept; pursue excellence in all work without excuse; always love people, use money.

Since taking over leadership and majority ownership of Alliance Construction Services, Bill Joiner has made employee training and development a priority. He also offered employees an opportunity to buy into the company, which about 50 percent did. Joiner's passion for ethical behavior is infectious and has spread company-wide.

What is your business doing to artfully build and keep trust?

Pam King is president/CEO of the Better Business Bureau serving Northern Colorado and Wyoming. For more information about the BBB Torch Awards, visit wynco.bbb.org/torch_awards

40/40

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Northern Colorado
**BUSINESS
REPORT**

"This project sits on a massive infrastructure grid that's already in place."

Craig Harrison, owner
Harrison Resource Corp.

ENERGY PARK, from 2A

jobs," said Commissioner Douglas Rademacher. "This is a great opportunity for jobs, especially up in that area."

Rademacher said Harrison found a site where everything seems to come together. "He did his homework and found a section of ground that had all the amenities he needs. It has all the pieces of the puzzle."

Rademacher also noted that the proposed project site — so far from any significant population areas — has the remoteness that it needs to avoid neighborhood opposition.

"We had absolutely nobody come in and protest," he said. "He talked to the neighbors and made sure they were aware of what he wanted to do."

Rademacher said the proposed park is an exciting prospect for the county. "The economic possibilities are just about endless," he said.

Harrison said the proposed energy park is a hybrid model, meaning it would include both alternative and traditional energy components. Included in the plans for the project are a solar farm to take advantage of the property's treeless, sun-drenched location and a gas-firing plant where gas from the Niobrara oil-and-gas field could be burned to produce electricity for onsite facilities.

"I see the gas-fired firing plant as a very critical part of it because the other energies are rather intermittent," Harrison said.

The project could also include a data center, where banks of computers

could have access to the huge amounts of power they need to store and process information for remote clients. Harrison said such centers already consume an estimated 6 percent of all energy used in the nation and that's expected to increase dramatically in the future.

He also foresees an energy research component on the site that could include wind and geothermal studies.

Harrison said his timing was particularly good with respect to the electrical transmission lines running along the southern boundary of the park. Last year, owners of the lines — Tri-State Generation and Western Area Power Authority — did a \$33 million upgrade to increase the lines' capacity.

"You might see a (transmission) grid but you might not be able to touch it," he said. "That would have killed it all."

Interest growing

Energy parks such as Harrison's are relatively new but getting more attention. Another, much-larger 24,000-acre park has been proposed near Pueblo by local attorney Don Banner. But Banner's proposal included a \$5 billion nuclear power plant as its centerpiece, and in the wake of the ongoing Japanese nuclear disaster that part of the plan is meeting fierce resistance.

At the state level, local Reps. John Kefalas, D-Fort Collins, and Brian DelGrosso, R-Loveland, introduced House Bill 1255 to help local governments create energy park projects by using tax-increment financing. The parks created through such financing would encourage alternative energy companies to locate in the parks and bring high-paying jobs.

But Kefalas said he doesn't think HB1255 would apply to Harrison's park. "HB1255 is very explicit and we will make it very clear that the goal of alternative energy parks is not to generate electricity but to create parks where we can create jobs," he said. The bill has been assigned to the House Finance Committee and may see a vote soon, Kefalas said.

Harrison said he, too, did not believe HB1255 would help in the development of the Niobrara Energy Park, especially given its remote location. But he does believe the park could generate hundreds of jobs and pull in employees from Cheyenne, Greeley, Fort Collins and the surrounding area.

Harrison said the Niobrara Energy Park is divided into nine parcels and he's talking to a number of interested parties. "I do have a letter of intent to build a large-scale solar farm," he said. "(The park) could be built by one big company or we may do nine separate projects with multiple uses on each parcel. Only time is going to tell what's going to come of it."

Harrison, whose company specializes in land and resource brokering and consultation, said he sees his role in the park as a "gatekeeper" of who buys land in the park and not as a developer. But now that he has county approval for more than 40 possible energy-related uses on the site, Harrison is expecting to see some activity at the park soon.

"It's off the charts," he said of the interest he's receiving. "Everyone's been waiting for the zoning and to get (county) approval. There's a lot of things going on and a lot of irons in the fire."

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IRON, from 1A

Sperry Van Ness/The Group Commercial LLC on behalf of Compass Bank, which took it over in 2009 after the Colorado Department of Revenue closed the sales divisions of the Champion Auto Group dealerships owned by John Chamberlain.

Chamberlain's auto dealer's license was suspended after allegations that the four dealerships in the autoplex had failed to pay off loans on trade-in vehicles. The other three Champion Auto Group dealerships were taken over by Chrysler Financial Corp., which was owed about \$25 million on the properties.

40,000 cars a day

Steve Kawulok with Sperry Van Ness said Compass Bank was willing to take \$2 million for the property to get it off its books. "Compass Bank is not in the business of being a property owner," he said. "It's just recognizing the (state of the commercial real estate) market."

Kawulok said he did not know what Lind plans to do with the property but there would be many possibilities. "It's really a beautiful shell," he said. "There's so many potential uses for it. What we know is there is a potential for multiple tenants for that location."

The former Iron Mountain Autoplex site has also been eyed in recent months as a potential site for a law enforcement center and new regional office for Houston-based Noble Energy as it expands its oil-and-gas-drilling operations in Weld County. While those plans did not come to fruition, the Iron Mountain site has attracted other interest, Kawulok said, noting that it was also considered for an ambulance service and by some local manufacturers.

"Forty thousand cars drive by that location every day, so it gets a lot of visibility," he said. "And it has great connectivity to I-25 and Highway 85 to the east. The property, being central to Northern Colorado and the parking that's there, could lend itself to a lot of other uses other than automobile dealerships."

Kawulok said he expects the 60-acre site to ultimately have many uses instead of just one. "I think the highest and best use for that site is multiple uses, both as a business and employment center," he said. "I think for Windsor it will be great for them in the long run. I think the entire site needs to be repurposed from what it was, and probably the more diverse the better for the town so (the



Steve Porter, Northern Colorado Business Report

BUSINESS RETURNING – Business may soon be returning to the former Iron Mountain Autoplex on U.S. Highway 34 in Windsor, which closed as a multi-auto dealership in July 2009. The recent sale of one of the parcels late last month and possible re-use of another are signs that the 60-acre site may soon have a business rebirth.

site) doesn't go dark all at once."

Good activity

Matt Trone, a broker for Cushman and Wakefield, the firm that's marketing the three other Iron Mountain parcels for Chrysler Financial, said the former Mazda dealership building is under negotiation but would give no other details on those discussions.

"We do have some activity on it, but we don't want to jeopardize those negotiations," he said. "I can definitely confirm that we have some good activity on those buildings."

Trone said the ample parking at the site, along with continuing economic vitality in the area, offers a "unique opportunity" to potential users.

"I think with a lot of the other investment going on at Centerra and Windsor we're even getting industrial users showing some interest," he said. "Because

"It will be very exciting."

Ryan Bach, real estate director
Water Valley Land Co.

these were car dealerships, you really have some open space plans to add offices and move walls around so even a manufacturer could utilize it."

And then there's the advantage of getting an almost-new building at a huge discount, as Lind did with the Chevrolet parcel, Trone notes. "You've got an opportunity to buy a building at significantly less than the replacement costs,

given how much the cost of steel and copper and concrete and labor has gone up," he said.

Bach said he, too, is seeing increasing interest in the area and doesn't rule out another car dealership on part of the site. "There will be a change in the overall use of that location, with more multiple uses," he said. "But there has been interest in getting at least one of the local car dealerships out there."

Bach predicts the former Iron Mountain site will look far different later this year.

"I'm working with people right now who are interested in those vacant lots along (Highway) 34," he said. "It's really going to help when some new uses go in there and the lights go back on. In about 60 days there will be a significantly different look out there, with all those lights back on and lots of new companies moving in."

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**BUSINESS
REPORT**



Directories

DataBank
The Vault's Always Open

COMMENTARY

EDITORIAL

The Poudre can run through the radical center

Perhaps fools rush in where angels fear to tread, but with a little effort, reasonable people can meet someplace in the middle.

We're happy that local organizations are making that effort around one of the most important — and contentious — issues facing Northern Colorado.

Water, and more specifically water storage, has always been vital to the growth of the arid West. In recent years, it has also become an issue so divisive that neither the economic-development-minded governor nor groups dedicated to regional problem-solving dare mention it in public.

As Steve Porter points out elsewhere in this edition, the near-drought conditions along the Front Range that have allowed wildfires to rage this spring are offset by mountain snowpack well above average. Our inability to take full advantage of those resources while they are available is frustrating, to say the least.

The solution isn't simple, although decisions made today will shape the region for generations to come. UniverCity Connections, Colorado State University and the Community Foundation of Northern Colorado have taken a great leap toward creating a shared understanding of the complex topic through a series of educational sessions called The Poudre Runs Through It.

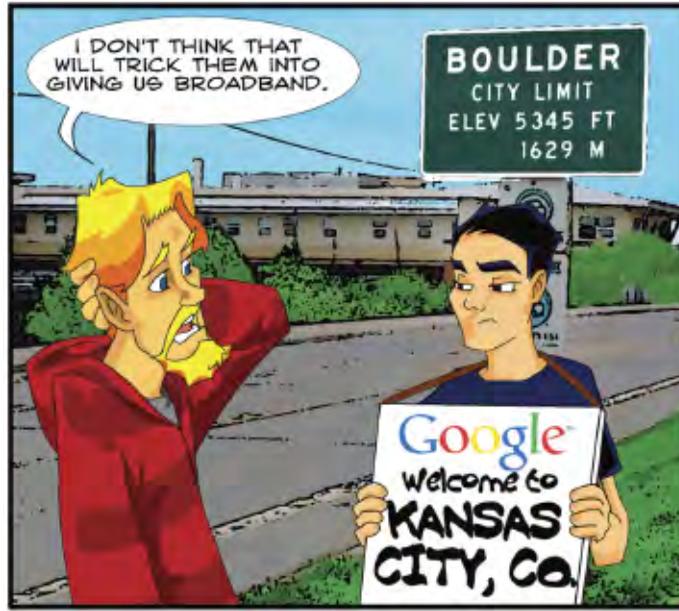
Mary Lou Smith, a policy and collaboration specialist with CSU's Water Institute, has coordinated the nonpartisan program brilliantly. It has engaged thoughtful community members reluctant to participate in other "water forums" that seemed to inevitably devolve into bickering between various factions with their unshakable views.

When residents who share an honest concern for the future of their region can put aside their differences long enough to see what they have in common, they can begin to solve shared problems. They form a "radical center," working for a solution rather than fighting to "win."

The final public dialogue portion of the program will be held in two sessions in Fort Collins: Monday, April 11, from 6 to 8:30 p.m. at the Timberline Church on South Timberline Road, and Saturday, April 16, from 2:30 to 5 p.m. at The Drake Center on West Drake Road. These sessions, facilitated by CSU's Center for Public Deliberation, will be where we all can discuss alternatives for Northern Colorado's water future.

To prepare for the public deliberation and to see recordings from previous sessions of The Poudre Runs Through It, go online to www.univercityconnections.org/.

If you attend, bring your passion for our region, but leave your partisanship at home.



As one door closes, another door opens

By the time you read this, the *Northern Colorado Business Report* will be settled into its third location.

We started out over 15 years ago in the old Fort Collins Post Office, the building that now houses the Fort Collins Museum of Art. We occupied three different spaces there before we moved up the block to 141 S. College Ave., upstairs from Old Chicago, just over nine years ago.

Now, with the realization of the goal held by my business partner Chris Wood and myself for all these years — sole ownership of the newspaper — it's time for another relocation. And this one has taken us closer to the center of Northern Colorado.

The new address is 1550 E. Harmony Road, Suite 200, Fort Collins, 80525. The physical location is the second floor of the Guaranty Bank Building on the northwest corner of Harmony and McMurry Ave.

The good news is that in the past decade and a half, technology has advanced to allow us to keep all of our phone numbers and email addresses intact, so only our snail mail communications have been affected.

The better news is that our new location is 50 percent closer to Loveland and 10 percent closer to Greeley than our downtown office.

That makes it more convenient for our staff to meet with sources and advertising clients and attend networking functions region-wide. It also makes some of their daily commutes easier, since

NCBR staffers live throughout Larimer and Weld counties, from Livermore to Greeley. The cyclists who live downtown are getting that much more training in daily.

There is a downside, of course. The energy of Old Town, the proximity of the Larimer County offices that we watched go up from our back windows and the neverending variety of pedestrian traffic right by our front door has been an important part of *NCBR* since the beginning. A quick trip over to the coffee shop usually turns into a half-hour impromptu meeting with someone — or several someones — you know who just happened to be on the street at the same time. I'll miss that, it's true.

But I look forward to opening a new chapter in the continuing story of *NCBR*. Chris and I are dedicated to moving the properties we jointly own under **BizWest Media LLC** — *NCBR*, *Boulder County Business Report*, *Wyoming Business Report* and *Datajoe* — forward into new ventures online, in print and in person with a robust website, award-winning newspapers, and vibrant events members of the business community can't afford to miss. It's only fitting that we launch this new chapter in a new space.

I want to thank the entire *NCBR* staff for all their efforts to get from there to here, especially our office manager Tiffanie Moore who coordinated the month-long expedition and worked long hard hours to make it happen on time. We also managed to produce this edition of the *Business Report* without missing a beat, something we will keep on doing from our new home for many years to come.

Jeff Nuttall is the publisher of the Northern Colorado Business Report and manager/member of BizWest Media LLC.



PUBLISHER'S NOTEBOOK
Jeff Nuttall

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LETTERS TO THE EDITOR

The 'in' box is open

Write the *Northern Colorado Business Report* to comment on our content or to raise issues of interest to the business community.

Letters must be limited to 300 words. Longer guest opinions may be considered upon request. Please include address and telephone numbers so that we can verify your submission.

The *Business Report* reserves the right to edit for length, and to reject letters that are potentially libelous.

E-mail letters to Kate Hawthorne, khawthorne@ncbr.com or submit comments through our website, www.ncbr.com. Snail mail to 141 S. College Ave., Fort Collins, CO 80524.

Reduced taxes, capitalism equal growth

(NCBR Commentary, March 11, 2011)

I would like to respectfully disagree with some of Heather Baumgartner's conclusions.

"When more taxes are necessary for government infrastructure ..." Actually government-initiated infrastructure is often what enables business to be successful — courts enforcing contracts, airports making seafood and flower businesses possible, food safety regs giving me the confidence to eat at unknown restaurants, etc.

"In some cases, government programs may need to be available, but local groups and churches usually administer these programs more affordably and effectively." I volunteer my time at my own church to help with exactly this type of effort, but we certainly do not substitute for government safety-net programs which are beyond our scope or expertise. I don't know of a single religious or community group that pays for kidney dialysis or transplants (Medicare), promises to provide monthly support for life if disabled (Social Security), or pay hundreds of thousands of dollars in medical bills for a foster child with a chronic disease (Medicaid). I also don't know of a church that runs a utility system or police agency for a city. However, many community and religious organizations (my church included) do run small, effective social service programs, but they are often partly dependent on government contracts to do so.

"Also, the government should not be encouraged to grow while everyone else is required to cut their budgets." Government safety nets of course grow

when times are hard and people are losing jobs and taxpaying ability in great numbers. This is a bit like saying a family shouldn't borrow money to pay for a childbirth with complications. The baby will die without the care now, and a responsible loan can be paid off when times improve (the key word there is "responsible" which is hard to define of course, and we have not paid down federal deficits/debts since Clinton left office!). And yes, government cutbacks can cause death or a lifetime of suffering which means they need to be carefully debated and prioritized with a view to all government expenses: defense, corporate tax subsidies, middle class perks, etc. Tax breaks are wonderful, but when we give the well-off a tax break we are essentially saying that the middle income group will have to pay more with less to replace the tax break...because one way or the other it has to be paid eventually.

William Stout
Fort Collins

NCMC fully staffed

In response to Stan Kerns' diatribe in your letters to the editor on March 25, it is incumbent upon me to let your readers know that the departments of General Surgery, Anesthesiology, Endoscopy, Radiology and Emergency at North Colorado Medical Center are fully staffed with world-class physicians that are members of our community and who strive to give the finest medical care to their patients each and every day. The next time you decide to influence our citizens through the print media, Mr. Kerns, you should check out your "facts" first. After all it is the right thing to do.

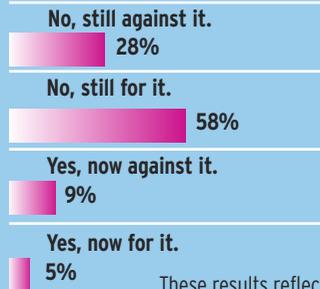
Al Dominguez, President and Chair
Board of Directors, NCMC Inc.
Greeley

While I no longer work with Rick Sutton, I am very familiar with his work. He is a dedicated hospital CEO that wants only the very best for the patients his hospitals serve, which often requires raising the bar. Based on this knowledge, I can only conclude that the employees NCMC lost were not a good fit for the "new" NCMC. The remaining and future employees and patients will reap the benefits of his decisions.

Michelle Marie

NCBR poll watch

Has the Japanese disaster changed your opinion on nuclear power?



These results reflect responses to the online poll at www.ncbr.com March 8 - 22.

Next question:

Should state government continue to support renewable energy?

Answer now at www.ncbr.com. Responses will be accepted through April 19.

Women entrepreneurs driving force

(Business Report Daily, April 1, 2011)

I have had my own business for 40 years and believe it is a great way to live. I say "live" because you have to "live" your own business to make it successful. Ten years ago our state recognized the importance of women owned businesses in our economy when they supported a group called The Women's Economic Development Council, which I was a member of. You had to be appointed by the Governor, but during Bill Owens' term, the group was dissolved. I would like to see it resurface because by the numbers you can see women own lots of businesses and are a vital part of our economy!

Linda Winter
Greeley

Way to go, Ladies! Employing 140,000 people is commendable. Thanks to the NCBR for taking notice.

Marybeth Snyder
Fort Collins

Take age out of hiring equation

(NCBR, March 25, 2011)

Baby-boomers have been hit the most from this Recession! Since February of 2010, we have been conducting video interviews with Americans who are Over 50 and Out of Work. Most of them do not have enough savings to maintain their standard of living during retirement. If they can get back to work as the economy rebounds, they will be better off, as will the overall economy.

If older workers can continue to work and defer claiming Social Security benefits until they reach the age of full eligibility or beyond, they will increase their future monthly payments and make maintaining their standard of living over their lifetimes more likely. By working

several extra years, older Americans also reduce the financial pressures on Social Security caused by the boomer demographic bulge. If they are able to work longer, they are contributing to revenues, rather than drawing benefits, and they reduce the pressure on the federal budget, benefiting the overall economy.

Susan M. Sippelle
www.overfiftyandoutofwork.com
New Jersey

Water session to focus on Glade Reservoir permitting process

(Business Report Daily, March 17, 2011)

I am a native of Colorado and know that water is liquid gold in this state. I am a farm wife and also know we cannot grow crops without water. Farmers have always taken care of the land and not squandered water because we would be out of business. We have not built substantial reservoirs for 50 years because non-farmers think we don't know how to balance nature with the needs of the public, which is not true. The reservoirs will provide great recreation areas, farmers can raise great crops and we will have a better system for flood control with more storage areas in case of huge rains and spring run-off. We need these reservoirs!

Linda Winter
Greeley

POLL COMMENTS

Has the Japanese disaster changed your opinion on nuclear power?

I think all options should be explored, especially a vast, sustainable resource such as nuclear energy.

David



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2008-2009	Kelly Giard Clean Air Lawn Care
2007	Steve Byers EnergyLogic Inc.
2006	Kevin Brinkman Brinkman Partners Paul Brinkman Brinkman Partners
2005	Paul Pelligrino NitaCrisp Crackers NenitaPelligrino NitaCrisp Crackers
2004	Bruce Golden Optibrand Ltd, LLC Bernard E. Rollin Optibrand Ltd, LLC Ralph V. Switzer Optibrand Ltd, LLC
2003	Tom Johnson Bingham Hill Cheese Co. Kristi Johnson Bingham Hill Cheese Co.
2002	Maury Dobbie MediaTech Productions
2001	Jeff Whitham Encorp Inc.
2000	Tim Gan openLCR.com

Northern Colorado is clearly establishing itself as a leader in clean energy and Czero is excited to be a part of this important transformation. We are truly honored that the NCBR has recognized our efforts to build an enduring company centered around clean energy and the environment, and thank them and everyone in the community for all their support.

— Guy Babbitt
Czero, Inc.



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

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Paradigm shifts change our economic future

Return of recession, stagflation may be on near horizon

The current emphasis on cutting government spending rather than increasing taxes is a paradigm-shifting event in the United States. If successful this movement, coming on the heels of the Great Recession, will probably push the national economy into a double-dip recession in late 2011.

This paradigm shift is also exposing a rift in the American social fabric. Over several decades, the reduction of marginal tax rates for the wealthiest Americans has widened the income gap for U.S. citizens.

Rather than leveling the playing field, it has created a high ridge of the wealthy and a broad plain of middle- and lower-income Americans.

Now state legislatures, specifically in Wisconsin and Ohio, are attacking the bargaining rights of public-sector workers who have traded higher salaries for additional security in their retirement years. The system worked when prices were increasing and the economy was growing but, as in the housing sector, problems appeared when prices fell and the economy contracted. If the government can bail out the banks and the housing industry, it surely has the responsibility to maintain the quantity and quality of government and educational services during recessionary periods.

In addition to bailouts, the Federal Reserve is pumping unprecedented amounts of liquidity into the monetary system (QE1 and QE2) to keep the banks and the financial sector afloat. Using basic supply-demand curve analysis, we know that this cheapens the value of money, staving off inflation. It actually does little to help lower- and middle-income Americans or protect their jobs.

It does help to clean bank balance sheets of mortgage-backed securities and enhance the value of U.S.-produced goods in foreign markets. Pushing the value of the dollar lower in international markets will expand the export-driven industrial sector in the United States and bring overseas manufacturing facilities back home. It will also make imported goods more expensive and shift their production to U.S. soil.

The Fed claims it can extract this extra liquidity from the financial system when it is no longer needed. I do not believe this claim, but if it happens, it

will push the U.S. economy into recession.

Return of stagflation

This financial imbalance is setting our economy up to repeat the stagflation of the 1970s. That was initiated by a four-fold oil price increase, which resulted in price controls imposed by the Nixon administration. When the controls came off, prices exploded.

This was followed by drought-increased food prices in 1974-75 and gas lines caused by persistently higher oil prices. Higher costs, for energy and food in particular, pushed the economy into recession even as prices continued to increase. Higher consumer prices (demand recession) were accompanied by higher energy input costs (supply recession).

Up to this point in 2011, we've experienced the demand-side pressures of this scenario as our housing-based wealth has contracted, jobs have disappeared and consumer spending has shrunk. Now we also have several oil-supplying countries in the Middle East and North Africa undergoing governing crises. The instability, enhanced by industrial mistakes in the Gulf of Mexico, is driving up petroleum prices. Capital in the energy sector is rapidly flowing into developing natural gas production, putting additional pressure on input costs as the industrial sector makes this structural shift.

So, we're merging demand-side consumer spending impacts on our economy with supply-side cost increases caused by higher petroleum prices and structural shifts in energy usage. Throw in higher food prices and this is almost an exact repeat of the late 1970s when stagflation reigned.

Japan and China are currently funding our deficit as the predominant purchasers of our Treasury securities, but Japan has its own problems as a result of the earthquake, tsunami and nuclear crisis. Growth in China's economy is slowing, its currency must increase in value which will make exports more expensive, and the country must develop its own energy independence. They may not have as much cash to invest in Treasuries as in the recent past.

The Fed, to entice Americans to begin buying Treasuries, will soon have to increase interest rates. I don't think the rates will reach the 14 percent of the late 1970s but they definitely are going up, and probably enough to cause a recession. I think it may happen by late 2012 but perhaps not that soon.

We've dug ourselves a big hole and a lot of people are going to have sore muscles and a strained back before we get out of it.

John W. Green is a regional economist who compiles the Northern Colorado Business Report's Index of Leading Economic Indicators. He can be reached at jwgreen@frii.com.



ON THE ECONOMY

John W. Green, Ph.D.
Regional Economist




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The opening date for nominations as well as the award criteria will be announced in the *Northern Colorado Business Report's* April 22 issue and in the NCBR's Business Report Daily on the same day.

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Northern Colorado
**BUSINESS
REPORT**

When data centers go green, energy can be saved

Region's climate, innovation attract computing storage

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

FORT COLLINS — Inside Building 6 of Hewlett-Packard's south Fort Collins complex, the space known as "The Sandbox" is starkly devoid of sand. Actually, the nearly 2,700-square-foot area is neatly lined with sterile rows and cabinets of computing equipment, which serve as the lab within the lab where HP will test and showcase its next generation of sustainable data centers.



GREEN BUSINESS
Joshua Zaffos

The company opened its new 50,000-square-foot research facility in late March, bringing in scientists and engineers from its offices around the country to talk about the prospects for greener data centers. HP's researchers want to significantly reduce the amount of power needed to operate and cool the large banks of computers and servers maintained by companies for

information technology and other computing storage needs while increasing their capacity with minimal equipment.

The end goal is a data center that consumes zero net energy; an impressive ambition considering huge data centers can need roughly the same amount of power as a small city. HP's working data center/research laboratory could help develop solutions that would be implemented in a new class of mega-data-centers primed to open in the region.

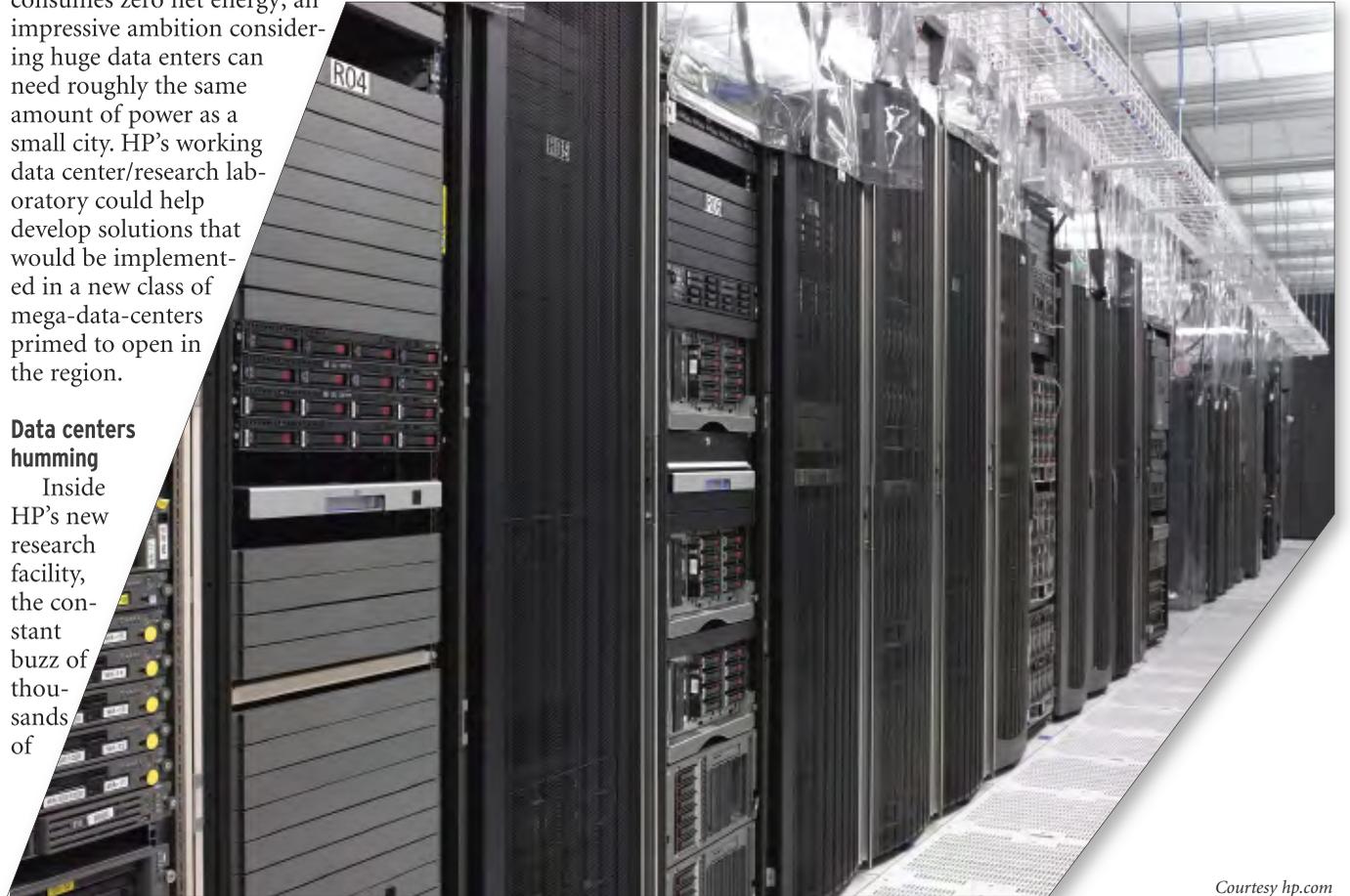
Data centers humming

Inside HP's new research facility, the constant buzz of thousands of

servers at work is a sign of the massive amount of energy needed to keep a data center humming, audibly and operationally. At full build-out, the research

space will function as a moderately sized data center; it will run on 10

See **DATA CENTERS**, 15B



Courtesy hp.com

SUSTAINABLE DATA — The Sandbox is an environmentally separate room within the lab facility, built at 350-watt-per-square-foot cooling capacity. This room also has free air cooling, humidity control, server rack temperature sensors and adaptable vent tiles. HP labs will partner with research and development teams to use their equipment in the Sandbox to conduct sustainable data center research.

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NoCo Clean Cities members consume less oil

Reduced petroleum, increased alternative fuel use group's goal

By Molly Armbrister
news@ncbr.com

In an area like Northern Colorado, where no effort to be "green" goes unnoticed, one initiative is making strides toward promoting alternative fuels and reducing petroleum use region-wide.

The Northern Colorado Clean Cities initiative was commissioned by the U.S. Department of Energy in 1996. It has been reducing fuel consumption among its members — individuals, businesses and nonprofits — ever since.

The main goal of the NCCC is to reduce the use of petroleum, specifically imported petroleum, and increase the use of alternative fuels, such as E85 and biodiesel, to improve air quality and health.

According to the organization's website, NCCC members and stakeholders reduced their petroleum use by 638,000 gasoline-gallon-equivalents in 2009. GGE is a term used to equate "the energy content of any motor fuel, including alternative fuels, to that of a gallon of gasoline," according to the DOE website.

NCCC equates the number to a total of 5,574 tons of greenhouse gas emissions reduced, a "huge" increase over

2008, its website says.

"We have measurable results," said NCCC executive director Sheble McConnelllogue. "And we can use those numbers to demonstrate how our program and our events work in the region."

These events include alternative fuel workshops, participation in conferences such as the Clean Air Conference in Estes Park, and most recently, an electric vehicle implementation webinar.

Earth Day event

One big upcoming event for NCCC is participation in the Earth Day festivities hosted by the Rocky Mountain Sustainable Living Association in Civic Center Park in Fort Collins on April 23.

According to McConnelllogue, NCCC will have a table in the park, disseminating information and resources about alternative fuels and the alternative fuel tax credit, which applies to hybrid vehicles purchased before Dec. 31, 2010.

Earth Day festivities will also include local music and speakers, food vendors and a beer garden, as well as a family education area and other booths similar to the one operated by NCCC.

This is the first year RMSLA has hosted Earth Day. The addition of the Clean Cities Initiative to the event will help drive home the message that "Earth Day is every day," according to Kellie Falbo, executive director of RMSLA.

The two groups have collaborated in the past, during events such as RMSLA's Sustainable Living Fair, which takes

place every September.

"We really support what (NCCC does)," Falbo said. "We hope they continue to make strides in the right direction."

Another way NCCC makes those strides is through educating members and supporters. Individuals and businesses work together with NCCC to decide which alternative fuels will work best for them so that they can reduce their petroleum dependence.

This collaboration allows members to network and make connections with each other, as well as discuss their successes and challenges concerning alternative fuels and sustainability for their businesses, according to McConnelllogue.

"We work with our members with education and outreach so that they can make informed decisions about what will work best for them and the environment," said McConnelllogue, "We also help them define goals for where they want to go with their sustainable habits."

Clean Cities movement

The NCCC is not the only Clean Cities initiative in Colorado. Denver is home to a coalition of its own, as is southern Colorado, and the efforts are not limited to Colorado.

"There are over 90 clean cities nationwide," said McConnelllogue, and all of these coalitions, like the NCCC, are working toward increased use of alternative fuels and reduced use of petroleum.

Together, these clean cities have over 5,000 stakeholders.

In addition to working with businesses, NCCC also works with other governmental entities specifically local governments such as the cities of Boulder, Fort Collins, Greeley, and Loveland.

"We also work with Rocky Mountain National Park," McConnelllogue said.

NCCC is planning a celebration for its 15th anniversary in the which it will focus on idle reduction, an important part of decreasing petroleum use. According to the DOE website, idling vehicles use several billion gallons of fuel and add to greenhouse emissions every year.

"Idle reduction is not only better for the environment, it's better for the health of the public as well," McConnelllogue said.

NCCC also provides resources about sustainability, funding for green projects, and the Governor's Biofuels Coalition, which works to educate Colorado drivers about alternative fuels, including E85, on its website.

The site also provides links to other organizations with similar sustainable goals, including a site where visitors can measure their carbon footprint by taking advantage of the "carbon calculator."

NCCC is continuously looking for volunteers and sponsors to help with its various events, McConnelllogue said, as well as interns looking for experience in their field. Details can be found on the NCCC website at www.northcolocleancities.com.

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**PLATTE RIVER
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Get your kicks with an electric bike assist

Ridekick pedals business to cut auto commutes

By Kay Rios
news@ncbr.com

In just about a month, the world will be introduced to a new means of green commuting.

As Ridekick International rolls out its motorized trailer and begins to pedal its cost-effective unit, bike commutes will become faster, easier and less sweaty.

The idea, says Mark Wanger, founder and chief technology officer, is to offer a better solution to jumping into the car for short trips. "Fifty percent of the trips we make are less than four miles and 40 percent are less than two miles," he explained.

"Our mission is to get more people to use bikes for those short trips," adds Dee Wanger, vice president and co-owner.

The Ridekick motorized trailer runs on a 500-watt electric brush motor, a 24-volt, 12-amp sealed lead-acid battery and is capable of producing non-pedaling bike speeds up to 19 mph. On a full charge, without pedaling, the rider can go about 12 miles.

Ridekick weighs 40 pounds including battery pack. The cargo space can hold up to 100 pounds and is roomy enough for a laptop computer and/or two or three soft-side grocery bags.

Conversion of any bike to a Ridekick takes less than 30 minutes. A quick-release hitch attaches to the rear hub and a wire goes up to the handlebar for the throttle, which can be set to activate with either a thumb or a finger.

Pulling the hitch pin detaches the unit quickly.

Where the ride got its kick

The early days of Ridekick involved Mark Wanger riding around his neighborhood holding a drill connected to his back bike tire to see what energy he could generate. But the story actually

begins before that, when the avid cyclist worked out some calculations.

"I worked for Hewlett-Packard for a quarter century and then volunteered for three years at FortZed," he said. "We were trying to figure out ways to save energy and, in a meeting one day, I did a calculation. I figured that it takes as much energy to run my household for one year as it does to drive my car for one year."

He had a couple of other realizations

See **RIDEKICK, 10B**



Courtesy www.ridekick.com

A NEW KIND OF RIDE – The Ridekick motorized trailer was designed as a more energy-efficient way for commuters to travel short trips around town. The trailer allows cyclists to travel about 12 miles at speeds up to 19 miles per hour.

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Clean Energy Academy ready to launch this fall

School-in-a-school at FRHS to teach 21st-century skills

By **Kate Hawthorne**
khawthorne@ncbr.com

FORT COLLINS – America’s 21st-century Sputnik moment might launch today’s high school students into careers in clean energy.

At least, that’s what Joe Anastasia is shooting for.

The Clean Energy Academy is set to open this fall at Fossil Ridge High School in Fort Collins under the direction of chemistry teacher Anastasia. It will be a four-year school-within-a-school, and 15 students —



ANASTASIA

incoming freshmen and a few sophomores — have already signed up for the inaugural program, with room for about 10 more.

“The courses are based on the STEM — Science, Technology, Engineering and Mathematics — curriculum, but it also includes a social studies component, with a business emphasis,” Anastasia said. “Students will design their own course of study, depending on their interests. We have one student who wants to be a city planner, so he will be working on developing a net-zero energy plan and the policies needed to implement it.”

The Clean Energy Academy grew out of the state’s participation in the Race to the Top Competition sponsored by the U.S. Department of Education last year. Even though Colorado was not selected to receive millions of dollars to develop innovative educational programs statewide, the Academy was among the programs submitted for consideration. Anastasia has been working on the idea for about two years, in response to the state’s 2008 mandate to develop high school curricula that enable multiple career pathways for graduates.

The Academy is designed for students with all level of career goals, from the future Ph.D. to the future technician. Its mission is to empower students through collaboration and other 21st-century skills to be global stewards of the Earth’s natural resources, according to Anastasia, who has been with the Poudre School District for 19 years, the last seven with Fossil Ridge.

The district liked the idea so much that Anastasia got the go-ahead to implement it.

“It will cost a little bit of money to get it set up, but the funds are there thanks to the mill levy increase that Fort Collins voters passed in November,” he said. “Some of the money designated for special projects will pay half of my salary while I create the courses.”

Financial literacy

The 21st-century skills targeted by the Academy include collaboration, the use of appropriate technology, and financial

literacy. Students will learn how to write grants to raise money for their team projects, as well as how to network with business leaders and navigate governmental processes to get a project approved.

Anastasia is quick to point out that the Clean Energy Academy is offered in addition to, not in place of, the core PSD graduation requirements.

“In addition to their regular classes, students enrolled in the Academy will participate in a project-based, Clean Energy seminar course each year,” he said. “We will also have speakers from across the whole spectrum of the energy

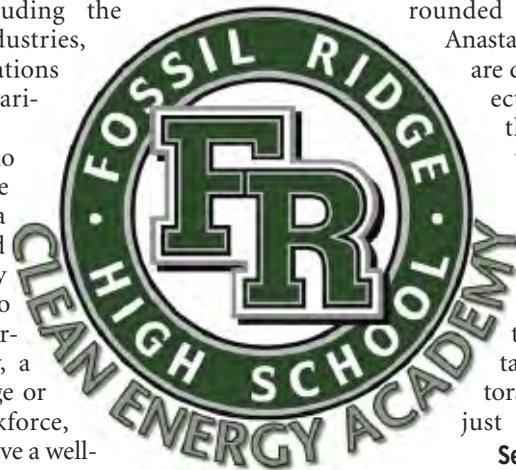
industry, including the extractive industries, make presentations and discuss various topics.”

Students who complete the program earn a certificated diploma. “They can use that to go on to a four-year university, a two-year college or into the workforce, but they still have a well-

rounded education,” Anastasia said. “When they are designing their projects, they have to think of the real-world applications.”

Anastasia said the Clean Energy Academy is the first of its kind in the state, but not the nation. He has talked with coordinators of similar efforts just getting started in

See **CLEAN ENERGY, 7B**



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By NCBR Staff

It takes a village to put on a summit, and this year's *Northern Colorado Business Report* Green Summit sponsors come from all neighborhoods of our regional village.



City of Fort Collins — The City of Fort Collins has been a longtime Green Summit partner. The city's **Climate Wise EnviroVation** celebration recognizes Climate Wise partners who have achieved platinum, gold, silver or bronze levels of participation and honors their commitment to green initiatives.

Climate Wise is a voluntary program dedicated to assisting local businesses and organizations in Fort Collins to reduce greenhouse gas emissions by promoting waste and transportation reduction, energy savings and water conservation.

During 2010, Climate Wise partners implemented nearly 1,000 conservation projects, saved \$13 million and exceeded the program's reduction goal two years early. Partners also saved 136,000 metric tons of carbon dioxide equivalent per year through transportation, energy and water savings measures and diverting waste from the landfill.



Poudre Valley REA — Poudre Valley Rural Electric Association established the Beyond the Limits Award in 2010 to recognize the commitment made by a Northern Colorado company to sustainable business practices. The initial award was also presented at the Green Summit, to the Weld RE-4 Windsor/Severance School District. Weld RE-4 was selected, primarily, for the geothermal heating and cooling system that was installed at Range View. With energy from the earth, the geothermal system can, potentially, result in efficiencies up to 70 percent greater than traditional HVAC systems.

Poudre Valley REA is a distribution cooperative owned by the members that it serves, founded in 1939 by its member-owners to provide reliable electricity. Today it covers 2,000 square miles of service territory in Larimer, Weld, and Boulder counties and over 3,600 miles of overhead, underground and transmission line combined, serving approximately 35,000 consumers.



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And of course, our thanks to the host of this year’s Green Summit, **Hilton Fort Collins**, as well as **DaVinci Sign Systems**, **KUNC** and **Social Media Pilots**, who always help us get the word out about our events.



CLEAN ENERGY, from 5B

Maryland and California, and each area is taking a slightly different approach.

“Northern Colorado already has a strong emphasis on clean energy, so I can bring in the local community,” Anastasia said. “This will be a real benefit to the students, to be able to work with and network with people working in the clean-energy industry today.”

He has been working with the Colorado State University Clean-Energy Supercluster as well as local businesses and the city of Fort Collins to get the Clean-Energy Academy up and running.

Anastasia said he has received tremendous support so far, and is now setting up an advisory board and mentors for the students from among industry leaders.

“Each student will be assigned a mentor at the end of freshman year,” he explained. “There will be continuing assessment of their progress through their mentors and others in the business community. The projects need to get their stamp of approval.”

For more information about the Clean Energy Academy, contact Anastasia at janastas@psdschools.org or FRHS principal Dierdre Cook at 970-488-6260.



Encana Natural Gas — A new Green Summit sponsor this year, Encana focuses on the responsible development of natural gas, and actively participates in the communities where it operates, including Northern Colorado. Its shift entirely to natural gas in 2009 puts it at the forefront of building a sustainable energy future for the nation.



Better Business Bureau and Professional Document Management — It just wouldn’t be a Green Summit without the opportunity to get rid of your outdated documents and obsolete electronics in an environmentally responsible way. This year, the BBB has teamed up with PDM to host the Shred and Recycle Event.



The Colorado Carbon Fund — Another new Green Summit sponsor, The Colorado Carbon Fund is part of the Governor’s Energy Office. It provides high-quality carbon offsets to Coloradans as a way to support new energy efficiency and renewable energy projects to reduce carbon emissions in our state. Donations to the Colorado Carbon Fund help fund new clean energy projects that reduce carbon, with an emphasis on energy efficiency, renewable energy, and community-based initiatives.



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RIDEKICK, from 4B

about the same time, in 2007.

"I rode my bike to all these meetings because it didn't seem right to drive when we were talking about saving energy. But I didn't see anyone else riding," he said. "And, as it started getting hotter and I was getting sweatier going to these things, I started thinking maybe I should buy a Prius. I decided not to but I also knew an electric bike would cost a couple of thousand dollars."

Shortly after that, Wanger was watching Lance Armstrong riding the Tour de France.

"He was putting out 320 watts cycling. Later I was in my garage and noticed my power drill was putting out at 400 watts. I hooked up this \$60 power drill to my bike and it powered me at 8 mph," he recalled.

Wanger rode down the street in this fashion and saw his neighbor, John

Bidwell, out in the yard. Rather than just look at him and his drill-powered bike, Bidwell disappeared into his garage.

"He pulls out a little trailer with two wheels and a motor he had built," Wanger said. "We hooked it to my bike and it easily powered me. John had a patent and was selling books that told people how to build the trailer. I figured that not too many people would build it on their own."

Discussion ensued and they eventually worked out a patent arrangement.

Over the next year, Wanger created a business plan, embarked on an investor parade and pedaled the business plan around. "We found an outstanding investor advisor and, on March 24, 2010, we formed the LLC," he said.

Ready for rollout

Ridekick will be rolled out to the public for sale sometime in May, according to Chelsey Walker, the company's marketing



Courtesy Joshua Zaffos

BENNET'S NEW RIDEKICK – U.S. Sen. Michael Bennet tries out the Ridekick at the Rocky Mountain Innosphere in Fort Collins. Bennet was just one of many test-riders to take a spin on the Ridekick, which is scheduled to be released for public sale in May.

specialist. The unit costs \$649, as opposed to \$1,000 or more for an electric bike.

"What's so great about this is that it's not designed for one demographic," she said. "We're targeting lifestyles, so it can be people who like to ride to work but don't want to get sweaty and want to get there faster. We're targeting the green energy market and even people who don't bike. It's about breaking down barriers."

Response has been very positive so far.

"We attended the Interbike Trade Show in September and showed the product," Dee Wanger said. "We were in a completely new category with a completely new product and we received encouraging responses."

"Hundreds of dealers rode it at the show and loved it," Mark added.

U.S. Sen. Michael Bennet got a kick out of the Ridekick in March, when he took it for a spin at the Rocky Mountain Innosphere in Fort Collins, where the company has its headquarters.

"We also had one of our people go on the road to bicycle-friendly communities

and visit about 70 bike shops," Dee said. "Twenty-five percent signed up right away to sell it and more than half were interested and told us to call closer to spring."

Given the initial response, they expect

widespread national interest, but Ridekick International is still a local business, Mark Wanger said.

"Ridekick is designed in Fort Collins and assembled in Loveland," he added. "All of our talent, from the design team to the marketing team to the supply chain, is local."

That local effort can have a far-reaching

ripple effect, the Wangers believe.

"This is about green energy, sustainability, and also cost savings," Dee said. "For the equivalent footprint for a gallon of gas, you could go 900 miles on Ridekick. It's not gas-to-gas since it's a battery, so the comparison is footprint-to-footprint. Given that, for the equivalent of four gallons of gas, you could ride the Ridekick across the U.S."

"From sea to shining sea," adds Mark.

View Ridekick and learn more at www.ridekick.com.

"For the equivalent footprint for a gallon of gas, you could go 900 miles on Ridekick."

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

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3	3	GALLEGOS SANITATION INC. 1941 Heath Parkway Fort Collins, CO 80524 970-484-5556/970-484-0662	153 140	\$14,000,000 N/A	Recycling and waste diversion solutions at home, business, and construction projects, including zero waste special events and commercial food waste pickup. Seasonal yard waste and electronic recycling available too.	kari@gsiwaste.com www.gallegossanitation.com	Art Gallegos, Owner Jerry Gallegos, Owner, President Rudy Gallegos, Owner 1959
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8	8	AIR RESOURCE SPECIALISTS INC. 1901 Sharp Point Drive, Suite E Fort Collins, CO 80525 970-484-7941/970-484-3423	50 49	N/A \$6,408,190	Environmental consulting in ambient air quality-related monitoring, modeling, analysis, regulatory compliance, research and instrumentation.	info@air-resource.com www.air-resource.com	Joseph P. Adlhoj, President John V. Molenaar, Vice president 1981
9	9	ENVIROPEST 455 Denver Ave. Loveland, CO 80537 970-545-3065/970-674-0484	42 46	\$3,500,000 \$3,400,000	Residential and commercial pest control, wildlife removal, animal damage repair and restoration, and environmental pest management.	info@enviropest.com www.enviropest.com	Marc Dykstra, CEO 1965
10	12	COLORADO IRON & METAL INC. 903 Buckingham St. Fort Collins, CO 80524 970-530-2690/970-530-2691	35 25	\$8,980,135 \$4,318,539	Full-service scrap metal recycling services and precision metal fabrication shop.	kentgarvin@coloradoironmetal.com www.coloradoironmetal.com	Kent Douglas Garvin, President/CEO 1995
11	10	STEWART ENVIRONMENTAL CONSULTANTS LLC 3801 Automation Way, Suite 200 Fort Collins, CO 80525 970-226-5500/970-226-4946	30 30	\$2,414,946 \$2,303,315	Process engineering, product commercialization, environmental services and laboratory services.	info@stewartenv.com www.stewartenv.com	David R. Stewart, President 1985
12	NR	RISK REMOVAL LLC 1925 Timberline Road, Office 1 Fort Collins, CO 80525 970-221-9121/970-493-7446	22 21	N/A N/A	Environmental abatement services, including removal and disposal of asbestos, lead, mold, biological and chemical hazards, and environmental cleanup.	llmannon@riskremoval.com www.riskremoval.com	Steven Morrow, Owner 1989

Region includes the city of Brighton and Larimer and Weld counties.
Envirofit International LTD. and city of Loveland - Solid Waste Division did not respond in time to be included on this list.
N/A-Not Available.
NR-Not Previously Ranked.

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

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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	NO. ACCREDITED LEED PROFESSIONALS	AREAS OF SPECIALTY	MAJOR PROJECTS	PERSON IN CHARGE TITLE YEAR FOUNDED
1	4	HENSEL PHELPS CONSTRUCTION CO. 420 Sixth Ave. Greeley, CO 80632 970-352-6565/970-352-9311	68	Commercial general contracting and LEED.	Discovery Museum, Echo Star Data Center, Lockheed	Jerry Morgensen Jeffrey Wenaas Chairman President and CEO 1937
2	1	THE NEENAN CO. 2620 E. Prospect Road, Suite 100 Fort Collins, CO 80525 970-493-8747/970-493-5869	51	Design-build firm specializing in education, health care, government and commercial buildings.	YMCA of the Rockies, The Mitchell Block, San Luis Valley Regional Medical Center, Mapleton Public Schools	David Neenan Randy Myers Founder and Chairman President and CEO 1966
3	NR	BEAUDIN GANZE CONSULTING ENGINEERS INC. 251 Linden St., Suite 200 Fort Collins, CO 80524 970-221-5691/970-221-5697	35	Resort facilities, health-care facilities, commercial buildings, recreation facilities, education facilities, multi-family and high-end custom residential projects.	Snowmass Village Building, The Bridges at Steamboat, Silverthorne Schools, Seven Generations Office Park, United Way Housing Services Center	Ray Engen Principal 1989
4	3	U.S. ENGINEERING CO. 729 S.E. Eighth St. Loveland, CO 80537 970-669-1666/970-663-0685	24	Total mechanical construction and maintenance services.	Medical Center of the Rockies, Fort Collins Police Service, CSU Research Innovation Center	Bob Brunson COO 1893
5	NR	ROCHE CONSTRUCTORS INC. 361 71st Ave. Greeley, CO 80634 970-356-3611/970-356-3619	24	Retail, office and banking, education, public works/corrections, and industrial and manufacturing.	Target Store No. T-2717, Lakewood	Thomas Roche President 1971
6	2	COLORADO STATE UNIVERSITY Campus Mail 0100 Fort Collins, CO 80523 970-491-6444	19	Home of the Institute for the Built Environment, Facilities management.	LEED certified Transit Center, Green Classrooms of Guggenheim, Behavioral Science Building, Academic Training Center, Aspen Hall, State Forest Service, Indoor Practice Facility, Lake St. Parking Garage, addition to the Student Recreational Center	Anthony (Tony) Frank President 1870
7	5	RB+B ARCHITECTS INC. 315 E. Mountain Ave., Suite 100 Fort Collins, CO 80524 970-484-0117/970-484-0264	19	Education, urban design, commercial, medical, spiritual, recreation.	Fossil Ridge High School, Casey Middle School, Seven Generations Office Park	Ken Field President 1953
8	7	ALLIANCE CONSTRUCTION SOLUTIONS 2725 Rocky Mountain Ave., Suite 100 Loveland, CO 80538 970-663-9700/970-663-9750	12	LEED buildings and sustainable building practices, construction manager, general contractor, design build construction services, BIM.	Pioneer Charter School project, Burr Oak Design Center, United Way Day Services Center, Morgan Community College in Fort Morgan and Green Valley Ranch Library in Denver	William Joyner President and CEO 1982
9	6	BRINKMAN CONSTRUCTION INC. 3003 E. Harmony Road, Suite 300 Fort Collins, CO 80528 970-267-0954/970-206-1011	12	Integrated real estate services, construction, development, real estate brokerage, vacation properties.	Otterbox Corporate Headquarters, Scherbarth Residence, CSURF, Advanced Energy	Paul Brinkman Kevin Brinkman Principals 2005
10	9	ALLER-LINGLE-MASSEY ARCHITECTS PC 712 Whalers Way, Suite B-100 Fort Collins, CO 80525 970-223-1820/970-223-1833	6	University and higher education, student and mixed-use housing, athletics and parks/ recreation, historic preservation, transportation facilities, commercial office/ retail and tenant finish.	Williams Village Expansion- University of Colorado at Boulder; Lincoln Center Additions and Renovation- City of Fort Collins; South Transit Center- City of Fort Collins; Flats at the Oval Student Housing- Fort Collins	David Lingle Michael (Mick) Aller Brad Massey Principals 1986
11	11	DOHN CONSTRUCTION INC. 2642 Midpoint Drive Fort Collins, CO 80525 970-490-1855/970-490-6093	6	Commercial, multifamily, and high-end residential construction management and general contracting services.	Miramont Sports Center, Centennial Bank at Loveland Marketplace	Douglas Dohn President 1992
12	12	CITY OF LOVELAND 500 E. Third St. Loveland, CO 80537 970-962-2000	5	N/A	N/A	Bill Cahill City manager 1877
13	13	AECOM 1601 Prospect Parkway Fort Collins, CO 80525 970-493-8878/970-493-0213	5	Design and planning business line of AECOM: landscape architecture, planning and urban design, environment, LEED, sustainability planning.	Smithsonian Natural History Museum Water Reclamation, Army Comprehensive Energy and Water Master Plans, Paul Smith Children's Village at Cheyenne Botanic Gardens	Phil Hackney Greg Hurst Vice president and Mountain district manager 1939
14	NR	SIMPSON CO. 321 Basher Drive Berthoud, CO 80513 970-282-0022/970-282-0020	5	HVAC, including design/build.	Northside Aztlan Rec Center - Gold, Fossil Ridge High School - Silver, Larimer County Justice Center - Silver, CSU Indoor Practice Center - Silver, Rocky Mountain Research - Silver, Rocky Mountain Innovation Initiative - Silver, Laramie County Library - Silver	Tom Wasmer Kent S. Campbell Manager/ Members 1947

Area surveyed includes the city of Brighton and Larimer and Weld counties. All figures provided by Hensel Phelps Construction Co. with the exception of the no. of accredited LEED professionals are national. Delta Construction declined to participate. NA-Not Applicable. NR-Not Previously Ranked.

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DATA CENTERS, from 2B

megawatts of power and have its own infrastructure of cooling towers and pumps. While most data centers are frigid environments, with expansive air-conditioning working to prevent computers from overheating, a tour of HP's sustainable data center doesn't even require a coat.

Duncan Campbell, HP's vice president of converged infrastructure, said Fort Collins' "banana belt" climate was among the reasons the company chose to site its new research facility here. The cool air and low humidity amount to "supply-side benefits" when running a data center and testing ways to optimize efficiency. Technology known as cooling micro-grids will help economize water and air use. During winter months, the facility will draw in the cold Colorado air to handle most of its cooling needs.

The research grounds also rely on 10,000 sensors and automated vent tiles in the floor to monitor and optimize energy use. While most data centers run with lots of built-in redundancies with a large number of servers running inefficiently at low use rates, wasting power, cooling and space — because who wants to risk losing an entire company's telecommunications system or its library of stored computing files? — HP engineers believe a sustainable data center can eliminate such IT sprawl.

The area known as The Sandbox — homage to founders Bill Hewlett and Dave Packard, who used the term to describe labs where scientists could freely tinker with technologies — is equipped with a higher density of equipment and an additional layer of

tech capabilities to push the bounds of efficiency and sustainability. Some of the automation and instrumentation technologies being used by HP could also be applied to other areas, including smart-grid operations of electrical power grids.

Over the next year, HP officials will scale out the technologies to see how they function within a fully operating data center. The facility will eventually provide some new research jobs, according to Campbell, but the company isn't yet announcing any positions.

Region attracts others

Other companies and developers have also taken advantage of the region's climate and connectivity to build out data centers and implement green technologies, although not to the extent of HP.

In late March, Weld County approved the development of the Niobrara Energy Park, which would cover 640 acres and includes plans for a mega data center integrated among other industries focused on energy research and generation of natural gas, solar and wind resources. Such large-scale data centers can consume 75 megawatts of energy, but they also generate hundreds of high-paying jobs. In announcing the progress for the site, developer Craig Harrison said, "With the redundant alternative and clean fossil electricity, along with the connection to the adjoining national fiber highway, this is the ideal site for a mega-data center of national importance."

Wyoming has also recently attracted interest from Verizon to build a mega-data center in Laramie, and another unnamed Fortune 500 company is talking with

Cheyenne officials about building a major data center that could bring in an initial capital investment of about \$750 million.

In terms of sustainability, Green House Data of Cheyenne operates a 10,000 square-foot "carbon-neutral" data center that runs on wind energy and has invested in energy-efficient technology. According to the company's website, the data center is 40 percent more energy efficient than similarly sized facilities.

For now, HP will test the use of onsite renewable energy for data centers at its

Palo Alto, Calif., campus, and focus on cooling technologies at Fort Collins. Chandrakant Patel, director of HP's sustainable ecosystems research group, said the company will eventually bring the components together to create "the ultimate data center" that consumes zero net energy and even stores and pro-

duces excess power. Patel estimates the goal is five to 10 years away.

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



Courtesy hp.com

PLAYING IN THE SAND — The Sandbox's moniker is a tribute to founders Bill Hewlett and Dave Packard, who used the title for labs where scientists were allowed to experiment with equipment and technology.

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