

# Northern Colorado BUSINESS REPORT \$1



## ENERGY

Woodward Inc.: On a growth tear

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## TECHNOLOGY

Scanning and shredding your way to organization

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Volume 17 | Issue 19 | June 1-14, 2012

## A rarity in its field: Mineral Resources

*Drilling while keeping the neighbors happy*

BY STEVE LYNN

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Whether it's Loveland, Erie, Windsor or Fort Collins, oil companies quickly have learned that trying to drill near these Northern Colorado cities and towns can trigger huge gushers of opposition. Except for in Greeley.

Amid the glut of oil producers, the company benefiting most from Greeley's attitude – a mindset that so far has embraced rather than resisted Big Oil – is a small yet growing operator, Greeley-based Mineral Resources Inc.

The company owns a working interest in some 90 percent of the wells in Greeley, and while others in the business find themselves in one public relations battle after the next, Mineral Resources is growing fast with seemingly little standing in its way.

Arlo Richardson, the founder and president of the company, was among the first to drill within city limits, helping to pioneer the oil boom in the Denver-Julesburg Basin, which includes large parts of Weld County.

Today, the company operates 70 wells in Greeley and LaSalle. It has drilled 34 wells on one well pad alone near the densely populated junction of Highways 34 and 85.



JONATHAN CASTNER

Mineral Resources' Chris Nichols, Ronald Serl and Cody Hopkins prep for a pressure test on one of the company's new wells, at Fourth Street and 35th Avenue in Greeley.

### A search for extra income

Richardson acknowledges he was somewhat lucky when the first wells he drilled under Greeley in 2004 actually produced oil and natural gas.

Richardson got his start in the oil business long before the current rush was made economically viable

by advances in hydraulic fracturing, a technique that involves blasting water, sand and chemicals into shale formations to release oil and gas.

Richardson founded Mineral Resources in 1981 while he was in his early 30s. Shortly after, the son of a

► See **Mineral, 8**

## New Energy stripped of millions from its budget

BY STEVE LYNN

slynn@ncbr.com

The newly reconstituted Colorado Energy Office will have to operate with far less money than it has received in the past few years, resulting in fewer dollars for renewable energy projects.

The energy office next year will operate with \$3.3 million in state funding and \$472,000 in federal support. That's almost \$700,000 less than the \$4.4 million in federal and state funding the energy office received in 2008. It's also much less than the \$7.5 million it received in 2007 under Gov. Bill Ritter, a renew-

► See **Energy, 9**

## Greeley weighs plans to build d'town hotel

BY MOLLY ARMBRISTER

marmbrister@ncbr.com

Greeley is considering developing a hotel and small conference center in its downtown, possibly in part by using a city-owned building and consolidating operations.

The city will soon receive the results of an assessment that will give it a clearer picture of where a downtown hotel might be located.

► See **Hotel, 16**

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### Coming up this month:

Northern Colorado Medical Directory  
Real Estate & Construction Special Section  
Small Business Guide



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# Xerox will bring call center, 700 Greeley jobs

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

**GREELEY** - Xerox is leasing 88,000 square feet in Greeley to open a call center that will ultimately employ 700 people, the company said.

The facility, located at 244 Dundee Ave., will begin operations July 2.

Approximately 350 of the new positions will become permanent, year-round jobs, while the remainder will be project-based and wind down sometime in the first quarter of 2013.

The call center will provide customer service on behalf of a Xerox client. Xerox already employs a total of 1,900 in Colorado.

The location of the call center will contribute "million of dollars in payroll impact that will create a positive impression on the economy of Greeley and Northern Colorado," said Greeley Mayor Tom Norton.

## Agland, American Pride Co-op to merge

Agland Inc. and American Pride Co-op are merging, representatives for both agricultural organizations said.

"We're excited about the venture going forward," CEO Mitch Anderson said.

Founded in 1936, American Pride Co-op describes itself as among the largest and most successful supply cooperatives in North America. The cooperative, which sells feed, fertilizer and fuel, has locations in Brighton, Henderson and Mead.

Agland Inc. was established in 1905 in Eaton to market members' potatoes.

## Chesapeake puts nearly 200,000 acres on market

Chesapeake Energy Corp. is hoping to sell nearly 200,000 acres in the Wattenberg field in a deal that could fetch the debt-laden company \$1 billion.

The land includes all of Chesapeake's holdings in northeastern Colorado, the company said in a statement.

## DAILY IN REVIEW

The company operates 29 wells in the southern portion of the D.J. Basin.

Chesapeake is trying to raise as much as \$11.5 billion to help pay down debt, MarketWatch reported.

The sale would allow Chesapeake to concentrate on developing its 500,000 net acres of Niobrara leases in the Powder River Basin in Wyoming, the company said.

## Banner to merge two Windsor clinics

**WINDSOR** - Banner Health will merge two medical clinics in Windsor this summer, resulting in the closing of its Highland Meadows Medical Clinic.

Highland Meadows will be consolidated into Banner's Medical Arts Centre of Windsor, located at 1300 Main St.

That clinic offers various services including endocrinology and stress management services. It also includes an on-site laboratory, pharmacy and diagnostic imaging.

Employees from Highland Meadows will be relocated to other Banner clinics.

## HP to cut 27,000 jobs

**PALO ALTO, Calif.** - HP will cut 27,000 jobs, 8 percent of the company's workforce, by the end of fiscal 2014 as part of a multiple-year restructuring effort, the company said.

How many layoffs might come from HP's Fort Collins location was unknown. The company did not announce specific plans for its locations, a spokesman said.

"We do expect the workforce reduction to impact just about every business and region," the spokesman said.

The spokesman did not comment on how many people HP employs in Fort Collins. HP reportedly employed 1,570 people by the end of the third quarter of 2010, but that was before it slashed 9,000 jobs.



# EMPOWERING EMPLOYEE POTENTIAL

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JONATHAN CASTNER

RoadNarrow's Daniel Pritchard, a software engineer, works on a new robotic arm. Below, the company's new heavy-duty vehicle robot, meant for the "real world."

# RoadNarrows puts growth into gear

BY STEVE LYNN  
slynn@ncbr.com

LOVELAND — Robotics company RoadNarrows has come up with big plans for its artificial intelligence product line this year.

The company focuses on making robots used in research and educational platforms, but is broadening its scope with two new practical robots it plans to complete this year.

"Very few of what we have goes out in what we call 'the real world,'" RoadNarrows Chief Technology Officer Robin Knight said. "However, we're changing that."

One of its new offerings will be a small but heavy-duty vehicle; the other, a robotic arm.

The 1-meter-by-1 1/2-meter vehicle



JONATHAN CASTNER

can haul as much as 300 pounds and can be programmed to operate alone, though also by a person using an Xbox controller. RoadNarrows is designing it to make trips in rugged terrain, say for use by oil and gas companies to monitor wells on Alaska's

► See **RoadNarrows, 18**

# CSU College of Business beefs up career center

BY MOLLY ARMBRISTER  
marmbrister@ncbr.com

The CSU College of Business has dramatically boosted its career center and is helping students find their first jobs and, for the first time, alumni land their next jobs.

To get it all done, the College of Business' Career Management Center this year has expanded its ranks from one full-time and one part-time person to 11 employees.

Susan Schell, director of the center, said the "metamorphosis" began this winter, after Ajay Menon, dean of the College of Business, decided that the

career center should work harder to provide better service to students.

Those services include one-on-one counseling, web-based resources and access to a database of 1,000 employers from Colorado and nationwide.

Students can also take advantage of an interview simulator, which allows them to record a mock job interview and then have it critiqued by a member of the center's staff so that they may learn where their strengths and weaknesses lie.

The goal of the center is to increase the percentage of business school graduates who have been placed in a job

► See **CSU, 23**

# Fort Collins spends \$50K on median

Most anyone driving along Harmony Road surely will have noticed the new median at the intersection of Lemay Avenue.

A definite HGTV contender, it features lots of river rocks, bushes and trees. It's quite the sight, especially considering the decidedly pedestrian grass median just to the west.

But it sure looks expensive.

So The Eye asked: How much did this thing of beauty set us back?

Turns out, the city of Fort Collins spent \$50,000 on it – a nice



STEVE LYNN

The new median at Harmony Road and Lemay Avenue.

chunk of change that would buy plenty of grass seed or even sod.

Tim Kemp, capital projects engineer for the city, acknowledged that, as far as medians

## NCBR EYE

go, this one was expensive to build. But grass can end up

► See **The Eye, 20**

# Exec compensation: Northern Colorado's highest-paid CEOs

Here is a look at the pay and other compensation of the CEOs at the helm of the five publicly traded companies based in Larimer and Weld counties. CEOs are ranked by total compensation, which is the combination of base annual salary, stocks and options and other compensation that can include discretionary and performance-based cash bonuses and benefits. Information was gathered from the Securities and Exchange Commission's website, www.sec.gov, and compiled by research manager Mariah Gant.

*\*The non-equity incentive plan compensation is cash-based performance award.*

1



**Thomas A. Gendron**  
President and CEO  
Woodward Inc., Fort Collins  
Salary: \$700,000  
Option awards: \$2,311,050  
Non-equity incentive plan compensation: \$1,122,169  
Other compensation: \$47,544  
**Total: \$4,180,763**

2



**Garry W. Rogerson**  
CEO  
Advanced Energy, Fort Collins  
Salary: \$218,462  
Stock awards: \$194,625  
Option awards: \$1,337,099  
Non-equity incentive plan compensation: \$250,000  
Other compensation: \$643  
**Total: \$2,000,829**

3



**Robert B. Grieve**  
Chairman of the Board, CEO  
Heska Corp., Loveland  
Salary: \$460,167  
Option awards: \$105,365  
Non-equity incentive plan compensation: \$246,339  
Other Compensation: \$7,553  
**Total: \$819,424**

4



**Eric R. Ridenour**  
President and CEO  
UQM Technologies Inc., Longmont  
Salary: \$227,509  
Bonus: \$150,000  
Stock awards: \$150,000  
Option awards: \$200,000  
Other compensation: \$44,765  
**Total: \$772,274**

5



**Edward Holloway**  
President, CEO, Director  
Synergy Resources, Platteville  
Salary: \$300,000  
Bonus: \$100,000  
Other compensation: \$9,800  
**Total: \$409,800**

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## Farmers Union hoping to establish insurance co-op

BY MOLLY ARMBRISTER  
marmbrister@ncbr.com

Different groups are dealing with the changes in health care in different ways, and farmers across Colorado have come up with a plan of their own.

The Rocky Mountain Farmers Union has submitted an application to the government to form a health insurance co-op for its members. The co-op model is permitted under the national Affordable Care Act.

The union's membership includes 22,000 families across Colorado, many of whom cannot afford health insurance or pay for policies that would only cover them in emergency situations.

To establish the co-op, the union is seeking \$70 million in low-interest loans, \$14 million of which will be used for start-up money and must be repaid within five years, according to Lindy Wallace, president of the board overseeing the Colorado Health Insurance Cooperative Inc.

The remaining \$56 million will be used to maintain solvency, Wallace said, and must be repaid after 15 years.

Rather than have profits from the co-op go to pay the salaries of executives, the money could be used to reduce premiums or expand coverage to include things like vision and dental plans, Wallace said.

Enrollees would be in majority control of the co-op's board of directors and patients who use the plan would have more say in which benefits are offered. There are no specifics yet about what the co-op's plans might offer or who the insurance carrier might be because the union's application is still pending.

Wallace expects that the Farmers Union will find out sometime in July if its application has been approved by health care regulators.

States are allowed to have only one co-op under the legislation, and other groups are believed to have also filed for approval.

If the Farmers Union's application is the one selected, benefits would be unveiled in September 2013 and would be on the market in early 2014, Wallace said.

Because so many of its members are from lower-income families, the co-op would focus on keeping out-of-pocket costs for policyholders low. Monthly premiums could range between \$300 and \$500. But because the Affordable Care Act allows those with the lowest incomes to pay on a sliding scale, out-of-pocket costs for some policyholders could be as low as \$50 per month with a subsidy from the federal government.

An estimated 5 million Coloradans are either uninsured or underinsured, and while the coverage would not amount to universal health care, Wallace emphasized that the plans envisioned by the union would allow policyholders to have a real say in their coverage and have access to high quality, affordable health care.

Wallace estimates that an additional 175,000 people could be covered under the plans offered by the co-op in the next 10 years.

The focus of the plans would be on rural Colorado residents, but the policies would be open to all Coloradans. Eighty-five percent of the union's members live in rural areas, Wallace said.

If approved, the co-op could help keep costs down for more than just policyholders.

The increased competition generated by the plans offered by the co-op will help contain costs overall, according to Dede de Percin, executive director of the Colorado Consumer Health Initiative.

### CORRECTIONS

In the May 4-17 issue, Keith Weinman, vice president and manager of America's Retirement Store in Loveland, was incorrectly referred to as Ken Weinman.

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

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# Innosphere tenant RideKick zooming ahead at 19 mph

Ellen Fletcher could neither live independently nor continue to enjoy her passion for cycling without Ridekick International's electric bicycle trailer.

Cycling has been the 83-year-old Palo Alto, Calif., resident's primary means of transportation for decades, but she now has lung cancer and can no longer pedal.

"The bike is my transportation to where I want to and need to go," Fletcher wrote in an email.

Fortunately for Fletcher, Fort Collins-based Ridekick had a solution.

The Rocky Mountain Innosphere tenant has developed technology that attaches to the frame of a bicycle, pushing it to a top speed of 19 miles per hour.

A throttle powering a 500-watt motor gives cyclists variable speed control. There's also a storage case with a combination lock on the trailer, with room for everything from a briefcase to groceries. Ridekick designed the product for stability in turns and for rides of eight to 12 miles before users must recharge it.

Ridekick also saves riders the trouble of fitting their bike with an electric motor. It can be installed on almost any bike in less than 12 minutes, and after that, users can click the Ridekick on or off their bikes in seconds.

Ridekick also pushes riders up hills. On particularly steep hills, riders may have to pedal, but not as much as if they were not using Ridekick.

It also has a diagnostic system for repairs and is designed to shut off before it overheats.

Ridekick co-owner Dee Wanger promotes Ridekick as a good way for people who want to cut their carbon footprint.

"The carbon footprint for the battery we use for the Ridekick trailer will take you 900 miles on the equivalent carbon footprint of a gallon of gas," she said.

Those miles won't come cheap. Ridekick costs \$699 plus \$39 for shipping if purchased on the company's website, Ridekick.com.

The company started in 2010, when Dee Wanger's husband and Ridekick co-owner, Mark Wanger, began working on ways to mimic Lance Armstrong's energy output.

Mark Wanger had worked at Hewlett-Packard in a variety of roles, including as an engineer, for 25 years. After retiring from HP, he developed the Ridekick technology at home.

He licensed a patent for a motor-

ized trailer from his neighbor, John Bidwell, who had been selling plans online to do-it-yourself consumers.

No other company sells a similar product, Dee Wanger said. Vergent Products in Loveland manufactures the Ridekick, which is now sold in 90 bike shops in 26 states. Ridekick also has sold its product to people in Asia, Australia and Europe.

"People should be watching for the Ridekick trailers to have a stronger appearance on the streets this summer," she said.

The company also has developed a lithium battery that will ensure at least a 30-mile ride before cyclists like Fletcher must recharge.

As a Palo Alto city councilwoman from 1977 to 1989, Fletcher advocated bus bike racks as well as bike lanes and over-passes.

She began using Ridekick in September after a sales representative at a Palo Alto bike shop recommended the product. She now uses it to ride to the drug store or any trip, for that matter.

"I just use it for wherever I need to or want to go — just like anyone would use a car," Fletcher said.

## CSU technology could benefit industry

Two Colorado State University professors want to commercialize a new method that shows whether industrial workers have been exposed to toxic heavy metals.

John Volckens, associate professor in Environmental and Radiological Health Sciences, and Chuck Henry, a chemistry professor and CEO of Advanced MicroLabs LLC, created the straightforward, low-cost method.

The CSU Research Foundation is working with the scientists to commercialize the invention.

The professors hope to learn what tasks or locations related to certain jobs have the potential for highest exposure.

"Millions of U.S. workers are exposed to heavy metals, and if we can identify these exposures in a cost-effective manner, then we should be able to help mitigate the problem and protect the health of our industrial workforce," Henry said.

Other techniques take more time to process and cost more, Volckens said.

Henry's Advanced MicroLabs also has created technology to track low levels of contaminants in water used in electric power plants. The company has raised more than \$3 million and is working to bring that technology to market.

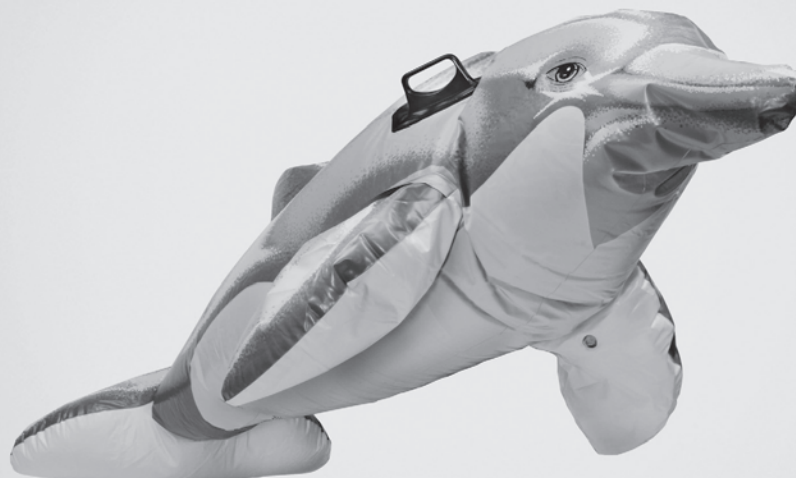
*Steve Lynn covers technology for the Northern Colorado Business Report. He can be contacted at [slynn@ncbr.com](mailto:slynn@ncbr.com) or 970-232-3147.*



**TECHNOLOGY**

Steve Lynn

## Them



## us



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# New signs of life in real estate market

It's no secret that the housing market is showing signs of life, so much so that local real estate companies have resumed hiring brokers and some developers are working on new single-family construction.

Now we see that homes are on the market for shorter periods of time, according to data from Information Real Estate Services, and real estate agents are even getting multiple offers on homes, something that hasn't happened regularly in a long time, according to Lauren Hansen, CEO of IRES.

"After the dry spell, this is welcome news," she said.

The dry spell, of course, refers to the years following the 2008 housing bubble burst. In 2009, the number of homes sold decreased in each of the three major cities in Northern Colorado, by 5 percent in Loveland, 6 percent in Fort Collins and 13 percent in Greeley.

In the same year, median home prices slid as inventory increased and real estate agents struggled to find buyers while new-home construction screeched to a halt.

In January 2011, at the Business Report's Economic Forecast, Mark Snead, vice president and branch executive at the Federal Reserve Bank of Kansas City's Denver branch, declared the recession over.

Nearly a year and a half later, the

housing market is beginning to agree.

The number of homes sold is back up in all three cities, by 5 percent in Loveland and Greeley, and by 1 percent in Fort Collins. One percent doesn't



**REAL ESTATE**  
Molly Armbrister

sound like much, but considering the same metric dropped by 14 percent in 2008, and has decreased every year since 2007, we'll take it.

Besides, as both the Larimer and Weld County assessors put it, "flat is the new

up."

According to IRES data, the always-critical "days to offer" metric has been falling, especially in Larimer County. Days to offer measures the amount of time it takes for a home to be put under contract after hitting the market.

In the first quarter, the number of days to offer in Larimer County averaged 103. In the weeks between April 1 and May 25, that number fell to 85, a difference of more than two weeks.

The metric also fell in Weld County, although the change was less dramatic. In the entire first quarter, it took an average of 84 days for an offer to be made on a home. To date in the second quarter, that number is 77.

Hansen points to supply and demand as the reason for the changes.

"Inventory is down and interest rates have reached record lows," Hansen said. Because there are fewer homes on the market, buyers are more motivated to make an offer on a home and hopefully stake a claim on it.

In other words, there's a sense of competition in the market, and the inventory data explain why. The number of active listings recorded by IRES has been significantly lower than the same month of the previous year in every month so far in 2012.

The biggest drops in inventory occur in the Greeley-Evans metropolitan statistical area, where an inventory decrease of at least 30 percent has been seen in three of the last four months when compared to the previous year.

Year-over-year in April, Fort Collins' number of active listings dropped by 19 percent, and Loveland-Berthoud's plunged 28.7 percent.

## City of Fort Collins combining long-range, current planning

Effective June 11, two city departments with which commercial developers are familiar will merge into one.

The current planning department and the portion of advance planning known as long-range planning will merge into one, bringing together internal resources, according to Laurie Kadrach, interim

director of Community Development and Neighborhood Services.

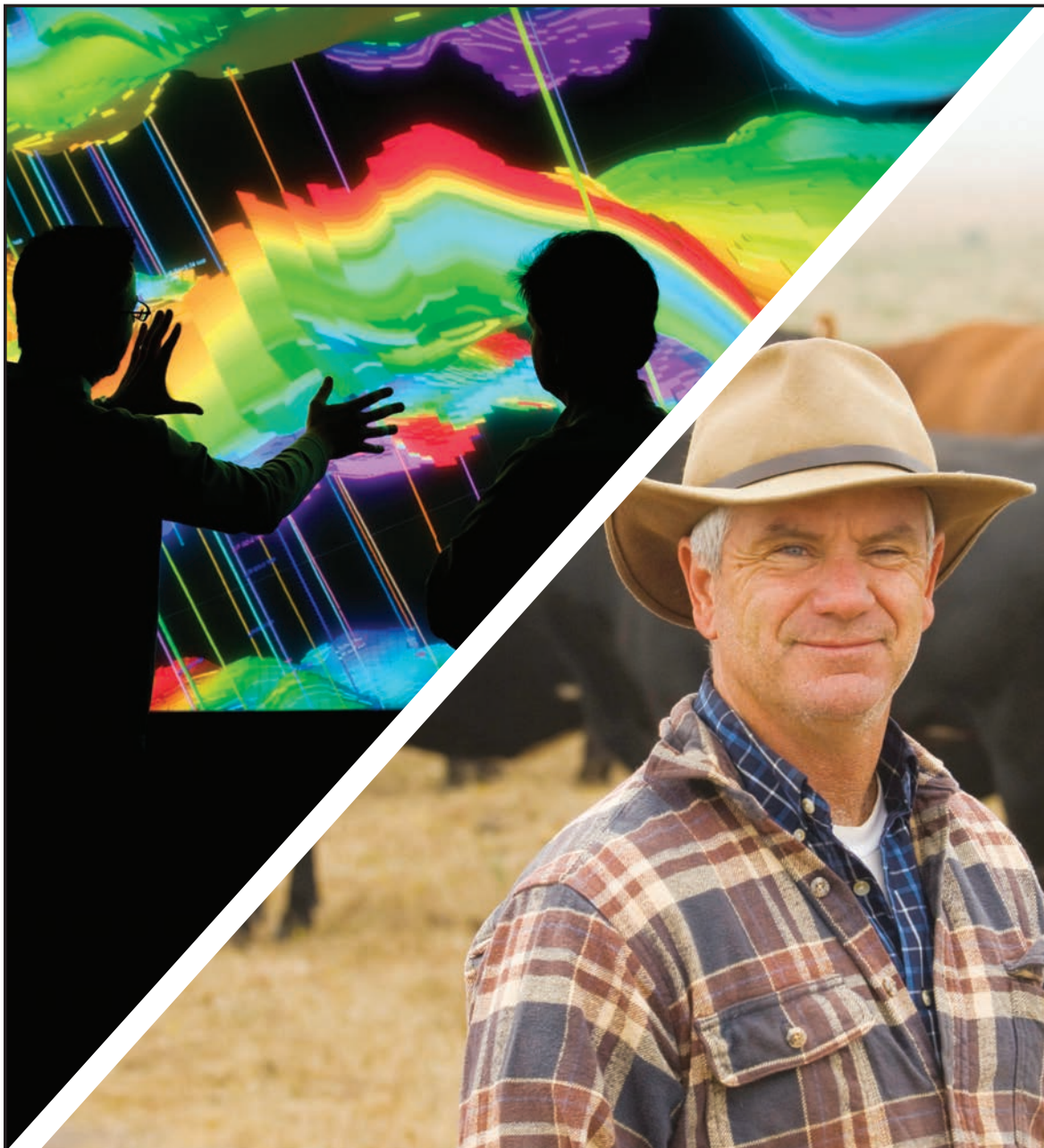
The advance planning department has many divisions, including transportation planning and affordable housing and human services, as well as long-range planning. The long-range planning department has three employees, all of which will be merged with the current planning department, which is home to five employees.

The other parts of advance planning will be moved to the Office of Sustainability, a months-old department headed up by Bruce Hendee. Current Director of Advance Planning Joe Frank will also move to the Office of Sustainability.

The newly merged current planning department, or Community Development and Neighborhood Services, will be overseen by Kadrach for the time being, but a search is under way to find a permanent director. Kadrach took over in an interim capacity on Feb. 1.

Developers and residents should not see many changes as the merge occurs, Kadrach said, because the number of employees working on the project will remain the same. The change allows those within the departments to communicate more effectively.

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



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# ENERGY & UTILITIES

Next Issue | Real Estate  
& Construction

FOCUS: MANUFACTURING



COURTESY WOODWARD INC.

Woodward technician Gordon Stockton tests an aircraft primary flight control actuator at the company's facility in Santa Clarita, Calif.

## Woodward profits off push for fuel savings

*Growth anticipated in its aerospace and energy divisions*

BY STEVE LYNN  
slynn@ncbr.com

FORT COLLINS – Woodward Inc. is adding employees, developing plans for a new manufacturing facility in the United States and expanding operations in Poland and China.

Last year, it set a record of \$132 million in net earnings and raised its dividend by 12.5 percent.

In short, the more than 140-year-old company and its investors are enjoying good fortune.

The company seems poised for even greater growth as its customers develop next-generation aircraft that include better fuel-efficiency controls.

Fuel can make up more than 40 percent of an airline's cost, so airlines are demanding greater fuel efficiency in their planes, Woodward CEO Tom

Gendron said. Meanwhile, European countries have targeted fuel-guzzling planes with emissions taxes.

Aircraft manufacturers are responding by updating their designs, which is good news for Woodward.



Gendron

"What's going to happen in the next five years is they're all going to be updated," Gendron said. "We've done really well securing content on almost every one."

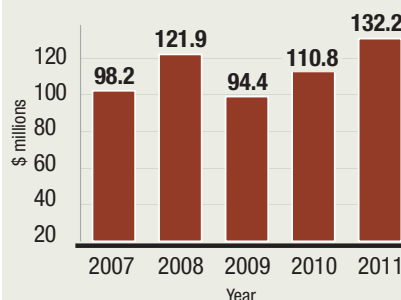
### The decade ahead

The Fort Collins-based company's operations span the globe, with production, service and engineering facilities nationwide as well as in Asia, South America and Europe. It employs 6,500 worldwide including about 1,200 in Loveland and Fort Collins.

Woodward manufactures fuel-control systems for the aerospace

### On the rise

Woodward's earnings have climbed since 2009.



Source: Woodward Inc.

and energy markets. The company reported nearly equal sales in both sectors last year.

In the aerospace sector, Woodward's technology is found on aircraft engines and airframes for commercial and defense aircraft.

Air travel trends look good for the company. Global and domestic passenger miles have increased since 2009, according to the Bureau of Transportation Statistics.

"The more they fly, the more aftermarket revenue there is," Gendron said. "That's very good for our business."

"We're forecasting over the next decade a lot of growth in aerospace," Gendron said.

The Boeing 787 Dreamliner and 747-8 as well as Airbus A320 are among the aircraft for which the company produces "content" that has helped it expand.

On the military aerospace side, key programs that have remained stable or have grown include fighter jets – the F/A-18 E/F and F-35 – as well as Black Hawk and Apache helicopters.

Woodward's transition from making individual parts to entire fuel systems has helped it grow, said Fred Buonocore, a senior industrials stock analyst for New York City-based Rodman & Renshaw, which does not own Woodward securities.

As an example, Woodward makes the fuel system on the GEn-X-powered Boeing 787, Buonocore said.

"As you start to see the 787 pro-

► See **Woodward, 10**

**MINERAL** from 1

slot-machine operator lost a \$30,000 investment he made with two partners who were drilling wells in Weld County.

Despite the loss, Richardson learned about raising capital, leasing and drilling and decided to continue in the business. He cut ties with his partners, one a rodeo clown and the other a wheat farmer.

"I figured if they could do it, I could do it," he said. "I just decided that I could get into business for myself."

Richardson began acquiring acreage that presented too much of a hassle for other companies: places with land and title issues primarily in LaSalle. He drilled until 1985, when he sold everything during a bust.

At that time, Greeley was far less friendly to exploration companies, banning oil and gas drilling until the Colorado Supreme Court overturned the prohibition in 1992.

For a time, Richardson ran a large food services and vending company, Ideal Services Corp., until restarting Mineral Resources in the early 2000s.

"I just said to myself, 'The price of oil is now up to \$40; maybe we could drill under Greeley,'" he said.

"We never dreamed that we would drill lots of wells under Greeley," he said. "We just thought we would drill a handful and have some extra income."

Better yet, as things turned out, Greeley warmed up to oil, much more so than the growing number of municipalities along the Front Range that are wary if not hostile to the industry.

For example, the residents of Erie last year formed a group calling itself Erie Rising, which has railed against fracturing and ultimately influenced Erie leaders to pass a six-month moratorium on oil and gas development. The group recently delivered 21,000 petitions to Encana's Denver office to urge the natural-gas producer to halt plans to drill near an elementary school.

These oil foes point to studies showing increased emissions associated with oil and gas development.

Richardson insists that drilling is safe.



JONATHAN CASTNER

Mineral Resources recently announced its plans to lease 10,000 acres in Greeley for additional oil drilling activity.

"We have never had an issue inside the city limits of Greeley of any sort regarding public health, or safety of citizens, or damage to property," he said.

Richardson describes the anxiety west of the interstate as "paranoia."

Mineral Resources uses expensive vapor-recovery units on its wells while burning off other emissions before they enter the atmosphere, he said.

That said, Greeley certainly has had its fair share of battles over oil.

Twenty years ago, a "battle royale" played out among operators and residents of Greeley, Weld County Commissioner Sean Conway said.

Over time, those tensions eased as elected officials and producers responded to residents' questions and concerns about mineral extraction.

**Expansion planned**

Richardson won't reveal his company's revenues. But he noted that the business takes on sizeable investments: about \$800,000 to drill a vertical well and \$5 million to drill a horizontal one.

The company has an aggressive growth plan, recently announcing its intent to lease 10,000 acres for drilling in Greeley city limits.

It could drill 100 to 200 horizontal wells or as many as 400 vertical wells.

"We've been leasing the whole city," Richardson said. "We've developed the expertise and the staff and the systems, the methods to get it done."

Mineral Resources recently completed its first horizontal well. In the future, it could double its growth every two years through that kind of

**Tedious job:  
Mineral rights  
acquisition**

Mineral Resources contracts Halliburton to fracture its wells, which residents can see as they drive to work or glance out their kitchen windows. But what they may not notice is the tedious work the company does to lease mineral rights.

It's not the city of Greeley that makes the work tedious, nor is it the state of Colorado, Richardson said.

Instead, the nature of mineral ownership in Greeley makes securing leases difficult. Whereas just one person may own mineral rights on a ranch where an oil producer may want to drill, thousands of mineral-rights owners exist in urban Greeley.

And many of those rights have changed hands several times through the years.

"We're really in the title business," Mineral Resources' Arlo Richardson said. "The byproduct is oil and gas."

A dozen employees make it all possible, including Richardson's children.

Residents who own mineral rights receive a small check in the mail when they sign a lease with Mineral Resources.

drilling, he said.

In addition, the company soon will move to a new, 5,900-square-foot building at 5200 20th St., which is double the size of its current headquarters at 3109 35th Ave. It plans to hire additional staffers as part of the expansion.

"We're the company that can get it done inside Greeley," Richardson said. "We are getting it done."

So long, of course, as Greeley stays friendly to oil.

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**ENERGY** from 1

able energy proponent.

During Ritter's years as governor, the energy office focused entirely on renewable energy. But now, under legislation signed into law by his predecessor, John Hickenlooper, the office will now broaden its mission to include fossil fuels initiatives.

Pete Maysmith, executive director of Colorado Conservation Voters, said he wished more funding existed for the energy office to incubate renewable energy projects.

Maysmith appeared resigned to the idea that no such dollars would be found, at least any time soon.

"Given that we're in an era of constrained resources, I think the office is in a decent place from a budget perspective," he said.

Environmental groups are happy that the office was not simply eliminated. That was possible given a cash-strapped state government that had relied almost entirely on \$64 million in economic stimulus money to fund the office since 2009.

House Bill 1315, sponsored by state Rep. Jon Becker, R-Fort Morgan, may be the only reason the office remains in existence, said conservationists.

"Without the legislation, the funding would have been gone, and we would not have any energy office under the governor's direction," said Nichole Goodman, pol-

icy director for the Alliance for a Sustainable Colorado. "So, we're really glad that the state Legislature came together and fashioned a long-term funding solution."

Hickenlooper, whose administration backed the measure as it made its way through the Legislature, signed the bill into law in late May. The law alters the mission of the energy office, once centered on renewables, to include traditional energy sources such as oil, coal and natural gas to create a balanced energy office.

Specifically, the law creates two funds, the clean and renewable energy fund, and the innovative energy fund, which will receive about \$1.5 million apiece annually during the next five years.

"We're guaranteed our general fund for five years, as well as the severance tax dollars," said Tracee Bentley, associate director for policy and legislation at the Colorado Energy Office.

Bentley worked with Becker, the state representative, on the bill.

The energy office will draw from the clean and renewable energy fund to attract renewable energy industry investment in the state, aid technology transfer and provide market incentives, among other activities. These activities will receive dollars from the general fund.

Funded by oil and gas severance

tax revenue, the innovative energy fund will support initiatives that increase the efficiency of fossil fuels. As an example, it could fund work related to Hickenlooper's initiative to add natural-gas vehicles to municipal fleets.

The bill also saves a program that provides money for schools to adopt wind power, while nixing a program that converts trucks to fuels that reduce their emissions.

The bill passed the Senate in April by a unanimous 35-0 vote, but saw some opposition from Democrats in the House, which passed the bill 49-16.

When he determined the bill would pass, state Rep. John Kefalas, D-Fort Collins, voted against it in a symbolic move to support the energy office's original mission: renewable energy.

That function will be diluted under current law, he said.

"The (energy office) was instrumental in branding Colorado as a leader in clean energy," he said. "My vote was just to send the message that Colorado should continue to be a leader in renewable and sustainable energy."

Even before the bill passed, the Colorado Energy Office had cut about 20 positions as stimulus money dried up. It also has turned into a policy and research shop, as it can no longer afford to do things

like distribute appliance rebates or install solar panels, Bentley said.

The office's efforts now will shift to recommending policy to legislators after working with renewable and fossil fuel companies.

Colorado Conservation Voters, which opposed a similar bill that failed last session, ended up supporting the bill that Hickenlooper signed into law.

"We do believe strongly that this office is critical to continue driving Colorado forward as a leader in the renewable energy sector," said Maysmith.

Two key provisions in this year's bill changed the organization's mind. First, the bill ensures that the energy office will get money for a period that's certain, which aids market stability for the renewable energy industry.

Second, the innovative energy fund prohibits gifts and grants to companies and focuses on fossil-fuel efficiency. Last year's bill included neither provision.

"I think that's a great move: Continuing funding for renewable energy and efficiency," said Goodman, the Alliance for a Sustainable Colorado policy director. "The funding helps to minimize environmental impact of the ongoing production and consumption of traditional energy."

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**WOODWARD** from 7

duction ramp up, which it will do later this year and then more significantly so in the following years, that's the driver of revenue growth," he said.

Aircraft updates have driven up Woodward's research and development spending by 40 percent to \$116 million.

Growth also will come from Woodward's involvement in General Electric and Snecma's LEAP-X, a turbofan engine that will power the next generation of single-aisle commercial jets.

Those engines will be the only option for upcoming Boeing 737 models and one of two engines offered on the Airbus A320, Gendron said. The company also will develop content for Pratt & Whitney's engine for the A320.

Woodward also will make motion-control system components for the U.S. Air Force's KC-46 tanker, a Boeing aircraft that refuels planes in the air.

Also, the company helps produce smart weapons that use lasers or Global Positioning Systems technology to reach their target, another growth area.

**Energetically growing**

In the energy sector, Woodward's systems help manage electricity generation from renewable energy, fossil fuels and alternative fuels sources.

Woodward believes that its com-

ponents in natural-gas turbines will feed its growth as power-generation demand rises.

Natural gas and renewable energy will play an increasing role in supplying energy to the world by collectively meeting almost two-thirds of incremental energy demand through 2035, according to the International Energy Agency.

That means companies will spend a significant amount of money to beef up natural-gas infrastructure, Gendron said. Woodward will manufacture control systems for the equipment.

"We play in every area of natural gas," Gendron said.

**Worldwide expansion**

Woodward's competitors in aerospace and energy sectors include well-established companies such as Honeywell, Robert Bosch AG and Siemens.

But new competitors face considerable barriers to entry into many of the company's markets, including government-mandated certification requirements, according to Woodward.

Woodward soon will decide where to locate a new U.S. manufacturing facility. Though it won't be located in Northern Colorado, the company is looking to bring aerospace engineering to the region. Its operations here are, for now, focused on its energy sector.



COURTESY BOEING CORP.

Woodward supplies parts for Boeing's new 787, among many others.

Woodward recently completed a new 48,000-square-foot test facility in Rockford, Ill., to support development of aerospace fuel systems.

Woodward also has seen international expansion. In 2011, it acquired all outstanding stock in Integral Drive Systems AG and its European divisions, including the assets of the company's business in China.

That will help the company expand its renewable energy portfolio through advanced technology to convert wind and solar energy to grid-compatible power, Gendron said.

Woodward's renewable energy sector already has grown more than 60 percent year-to-date, Gendron said.

The industry faces upcoming challenges, such as the expiration of the wind production tax credit, but Gendron believes renewable energy will play a greater role in the future.

**Gauging the long-term**

Woodward's sales present both blessing and risk.

About 34 percent of consolidated net sales in fiscal 2011 came from the company's top five customers, which included General Electric,

Boeing and United Technologies.

A decline in business with, or financial distress of, those customers could hurt Woodward.

But Gendron points out that Woodward provides a variety of parts for those growing companies.

"The long-term outlook we think is really positive," he said.

The company also contracts with multiple U.S. government agencies, including all military branches, Department of Defense and the National Aeronautics and Space Administration. Sales made directly to government agencies or indirectly through third-party manufacturers using Woodward parts amounted to 19 percent of its fiscal 2011 sales.

Woodward's own annual report outlines as potential risks changes in congressional appropriations and procurement laws as well as the company's status as a subcontractor in most cases.

But Gendron believes that defense budget cuts won't affect Woodward's operations.

"We're in good shape on those major new platforms," he said.

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FOCUS: TECHNOLOGY & CAREERS

# Using technology to organize your life

“A place for everything, and everything in its place.”

– Charles A. Goodrich

“Your home is a garbage processing center where new things are purchased and slowly demoted through various stages of trashification until you’re done.”

– Jerry Seinfeld

Organization. I don’t know about you, but every time I hear that word in the context of getting organized, I get a small knot in my gut because I know that I lean more towards Seinfeld’s ideal and further from Goodrich’s.

Organization in my life can best be described as various stacks of paper that are grouped by season. I can literally step back into time and view myself as Winter 2006 or Fall 1997.

I’ve taken some small steps toward getting my life organized and clearing out the clutter. It should come as no surprise (since I’m talking about it here) that technology is doing a lot of the heavy lifting –figu-

ratively and literally.

One of the biggest problems I face is the influx of snail-mail. I’m sure I’m not alone in this regard – you



**GEEK CHIC**  
Michael Wailes

know how it is, let the mail pile up for a couple of days and before you know it, Mount Mackay has sprung up where your inbox used to be. And then, for me anyway, that pile moves into a mountain range of existing piles while the foundation for a new pile begins.

I’ve found that the easiest way to deal with incoming correspondence is to apply a method I like to call, “scan and shred.” I scan my mail into my computer and shred the original. It’s quick, painless and simple.

Actually, it is a little more involved than that, but not too much, and you can do it, too.



FILE PHOTO

In order to apply my “scan and shred” method, you will need four things: a document scanner, a Dropbox account ([www.dropbox.com](http://www.dropbox.com)), a paper shredder or trashcan and about 5-10 minutes each day, depending on the amount of incoming correspondence you have.

There is a multitude of choices out there for document scanners, and you don’t necessarily need a “document” scanner to do this, a flatbed scanner works just as well;

I just find that a true document scanner is a more efficient way of scanning loose-leaf documents. I chose the Neat Desktop Scanner ([www.neat.com](http://www.neat.com)) because it handles the most popular document sizes and it has a small desktop footprint (remember, we are trying to get rid of clutter).

The first step is to create three folders in your Dropbox account: Inbox, Now and Outbox. Then cre-

➤ See **Geek, 15**

## Deal with the emotions of job loss before new-job hunt

It is a typical Thursday afternoon. You are busy working away at your desk when your manager invites you to an impromptu meeting in Conference Room B. You suddenly realize that you and several coworkers are being laid off. Your mind starts to race with worry and fear. You don’t hear much after your manager announces, “Today will be your last day.”

Chances are good that you or

someone you know has experienced this very scenario. Once the initial shock subsides, job loss can bring up intense feelings of anger and sadness. In terms of emotional distress, being let go from a job is similar



**CAREERS**  
Carrie Pinsky

to dealing with divorce, serious illness, or even the death of a loved one.

Our financial security is threatened. Self-esteem and confidence are shaken. Relationships become instantly severed. Hopes and dreams may be shattered. Our sense of loss can be significant regardless of how much we actually liked the job.

While we generally expect people to mourn the death of a loved

one, we typically don’t give people permission to grieve job loss. As a culture, we expect people to dust off their pants and move on with their lives. When the going gets tough, the tough get going. When life gives you lemons, make lemonade. What doesn’t kill us only makes us stronger. These clichés are embedded in the collective consciousness of our society. Unfortunately, they ignore the fact

➤ See **Careers, 17**

### Sales Event



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**2012 Audi A6 3.0T**  
Premium quattro  
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\$1999 cash or trade down plus \$679 first payment & Audi loyalty cash of \$1000, must qualify, own a 2001 Audi or newer. MSP \$56,570, 10k miles per year. Stk#40085. Security deposit waived by AFS w.a.c. exp 6-30-2012



**2012 Audi A5 Cabriolet**  
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**\$615mo**  
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\$1999 cash or trade down plus first payment due at lease signing & Audi loyalty of \$750, must qualify, owner of a 2001 or newer Audi. MSRP \$52,355, 10k miles/year, security deposit waived by A.F.S. w.a.c. Stk#39811 exp 6-30-2012



**2012 Audi A8 L**  
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**\$1235mo**  
42 month lease plus tax

\$3000 cash or trade down plus first payment due at lease signing, plus \$1500 Audi loyalty cash, must qualify, owner of a 2001 or newer Audi. MSRP \$91,525, 10k miles/year. Security deposit waived by A.F.S. w.a.c. Stk#39849 exp 6-30-2012



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**TIME OUT**



COURTESY GREELEY CHAMBER OF COMMERCE

Edwin Ruis of the Greeley Tribune; Erich Green of Baseline Engineering; and Brandee Morales of School District 6 meet and greet at the Greeley Young Professionals monthly connection event in May.



COURTESY KIM BARBOUR

(Above) Betty Hinze of Sears Real Estate and Joe Chapman of Payment Solutions gather early with other local business minds at the Greeley Chamber of Commerce's Business Before Hours in May.



COURTESY JENNIFER LYNN PETERS, ESQ.

Incoming Weld County Bar Association President Brett Payton, Esq. of Otis, Coan & Peters LLC receives the gavel from outgoing President Stacey Aurzada, Esq., of the City of Greeley at the association's 99th annual awards dinner in May.



COURTESY HARPER POINT PHOTOGRAPHY

(Left) Bruce K. Freestone as Louis de Rougemont in OpenStage Theatre's production of *Shipwrecked! An Entertainment* by Donald Margulies, which performs June 1 to July 1.

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

100

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## ON THE JOB

### ACCOUNTING

The Association of Certified Fraud Examiners awarded **Mika M. Schneider** a Certified Fraud Examiner credential. Schneider is an associate with Soukup, Bush & Associates, CPAs, P.C. in Fort Collins. In order to become a CFE, an anti-fraud professional must meet a stringent set of criteria and pass a rigorous exam administered by the ACFE.

### BOARDS

**B. Sue Wood**, president of B. Sue Wood & Associates PC, will serve a one-year term as chair of the Better Business Bureau's Foundation Advisory Board. She just completed a two-year term as chair of the BBB board of directors and is serving as past chair. In addition, three new members have joined the BBB Foundation Advisory Board, serving one-year renewable terms: **Stephen Laine**, owner, MKO Financial; **Wes Sargent**, senior vice president, Guaranty Bank and Trust; and **Diane Zile**, chief people officer, OtterBox.

APICS Northern Colorado, an operations management group, has appointed **Kelly Meyer** to its board of directors. Meyer brings to APICS a broad base of experience, including a strong background in business development and community involvement. Meyer is responsible for the sale of commercial software systems, primarily within Colorado and neighboring states, for ASI Inc. in Fort Collins.

### ENGINEERING

CartoPac International Inc. in Fort Collins announced two executive-level promotions: **Dave Desormeaux** was promoted to vice president of development and solutions. He has more than 25 years of experience in technical and business leadership positions. **Shar-**

**ron Viger** has been promoted to vice president of sales and marketing. She has a broad range of marketing, business development and management experience.

Encana Oil & Gas Inc. awarded scholarships to seniors **Connor Headrick** of Frederick Senior High School, **Joseph Dellenbach** of Valley High School and **Jenna Pralle** of Weld Central High School. All recipients demonstrated the potential for leadership, solid community service and outstanding academic achievement, as well as a commitment to work toward a career in the oil and gas industry.

### FINANCE

**Quinn McElwee** of Merrill Lynch's Northern Colorado office has earned the Certified Financial Planner certification awarded by the Certified Financial Planner Board of Standards. The CFP designation is awarded to individuals who meet rigorous education, examination, experience, ethics and other requirements set by the CFP Board.

### HEALTH CARE

The Women's Clinic of Northern Colorado announced **Dr. Jennifer Reeve** has joined the staff. Reeve earned her doctorate of medicine from the University of

Colorado Health Sciences Center and specialized in obstetrics and gynecology.

**Kyle Holman** has joined the staff at the North Colorado Medical Center Foundation as director of major gifts. Holman brings fund raising and marketing experience to the NCMC Foundation from the Greeley Stampede, the University of Northern Colorado, and most recently, the City of Greeley.

### LAW

Cline Williams Wright Johnson & Oldfather L.L.P. announced the addition of **Cristin McGarry Berkhausen** to the firm. Berkhausen graduated from Creighton University School of Law (J.D., magna cum laude, 2007) and has worked in private practice for five years before joining the firm. Her practice focuses primarily on general civil litigation, commercial litigation and insurance defense.

### REAL ESTATE

**Diane Iwanicki**, a broker associate/partner with The Group Inc. in Loveland, was awarded the Seniors Real Estate Specialist professional designation by the Senior Advantage Real Estate Council. By earning the

SRES designation, a realtor has demonstrated the necessary knowledge and expertise to counsel senior customers through major financial and lifestyle transitions involved in relocation, refinancing or selling a home.

Realtec Commercial Real Estate Services announced the addition of **Perry McCormac** to its team. Most recently a real estate broker with ERA, McCormac will join Realtec's 23 brokers and will work out of its Horsetooth office.

### TECHNOLOGY

**Gareth Middleton** has joined Numerica as a research scientist to develop algorithms for sensor resource management and optimization. Middleton is a former research assistant, teaching assistant and postdoctoral research associate for Rice University's Department of Electrical and Computer Engineering. He also served as a research intern at Nokia Technology Platforms in Oulu, Finland.

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



Iwanicki



McCormac



McElwee



Reeve



Holman



Berkhausen

## BRIEFCASE

### DEADLINES

The deadline for submitting applications for the 2012 **Old Fashioned Corn Roast Festival** parade is Aug. 3. Applicants are eligible for an early-bird discount of \$10 per entry if submitted by July 6. Corn shucking contest team applications are due by 5 p.m. Aug. 17. Thirty-five teams of up to seven participants will compete on a first-come, first-served basis. The entry fee is \$150 per team. More information can be found at [www.loveland.org/TheCornRoastFestival/](http://www.loveland.org/TheCornRoastFestival/).

### KUDOS

The Association of Equipment Manufacturers announced that **Wolf Robotics**, Fort Collins, has joined I Make America campaign's gold-level supporters. Gold-level companies have achieved participation benchmarks marking them as industry leaders in improving American manufacturing policies.

### NEW LOCATION

**New Century Software**, a provider of GIS integrity management solutions, announced the opening of a new office in Calgary, Canada, coinciding with the company's 18<sup>th</sup> anniversary. This is the second location the company has opened in the last year.

### NEW PRODUCTS AND SERVICES

**Stir Loveland**, Loveland's only young professionals group and a program of the **Loveland Chamber of Commerce**, has launched a corporate membership option. Area businesses can now register up to four young professionals under one membership, saving themselves and their employees' money. The corporate membership is available only to current Loveland Chamber of Commerce investors, is \$300 annually and includes all of the same benefits as an individual Stir Loveland membership.

**Heart Center of the Rockies** became the second heart program in the Rocky Mountain region to perform a new, minimally-inva-

sive procedure that replaces damaged aortic valves in patients who are too sick for open-heart surgery. The center, Northern Colorado's largest heart program with 23 cardiologists and surgeons practicing at Medical Center of the Rockies and Poudre Valley Hospital, performed three transcatheter aortic valve replacement (TAVR) procedures in the latter part of May at Medical Center of the Rockies.

**Bootprints Inc.**, a consumer email newsletter for outdoor sports and adventure enthusiasts based in Fort Collins, has announced its official release. Bootprints is created by active backpackers, rock climbers, rafters, skiers and snowboarders, and features trails, adventures and events each week in a single email. For more information or to subscribe, go to [www.bootprints.com](http://www.bootprints.com).

Colorado State alumni Elissa and Jerell Klaver have opened **Salus**, a natural and organic bath and body care store at 240 Walnut Street in Old Town Fort Collins. It's their second store location, and allows customers to customize organic bath and body care products.

### NONPROFIT NOTES

The **Fort Collins Junior League** is hosting its 30th annual Terrace and Garden Tour on June 16 in the Warren Shores neighborhood in Fort Collins. The self-guided tour is from 8 a.m. to 4 p.m., features six to nine homes and costs \$18. All proceeds go to programs of the Fort Collins Junior League benefiting women and children in the community. Tickets are available at local nurseries and businesses.

**Larimer Humane Society** is seeking volunteers for its 22nd annual Fire Hydrant 5, 5K Walk/Run and Pet Expo. The event, to be held on June 9 at Edora Park in Fort Collins, benefits the nearly 12,000 lost, stray, orphaned and injured domestic and wild animals that are entrusted to Larimer Humane Society each year. Community members interested in volunteering can view the volunteer positions and sign

up at [tinyurl.com/2012-FH5](http://tinyurl.com/2012-FH5) or contact Molly Ward at 970-530-2946.

### MISCELLANEOUS

The **Larimer County Small Business Development Center** will offer training for small businesses through several Northern Colorado affiliate organizations throughout the summer. The workshop topics range from financing to selling, and are held at the SBDC office. For a complete list of workshops, more information or to register, go to [www.larimersbdc.org](http://www.larimersbdc.org) or call 970-498-9295.

The **Town of Mead** will have its first annual Mead Business Fair and Scavenger Hunt on June 9 at the Town Park in Mead. The event will last from 11 a.m. to 4 p.m. and feature representatives from numerous local businesses and prizes. To participate in the scavenger hunt, go to [www.meadeconomicdevelopment.org](http://www.meadeconomicdevelopment.org) for more information.

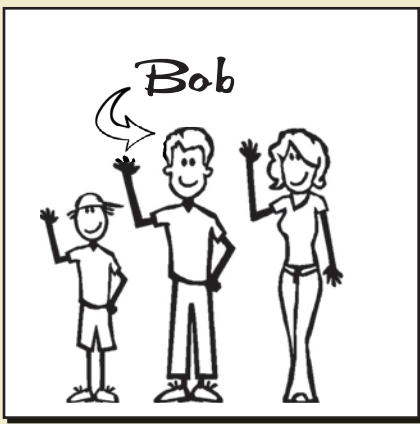
**Anton Collins Mitchell LLP** founding partner

and AICPA chairman Gregory Anton met with lawmakers in Washington last month to stress the need for financial literacy. Anton and AICPA President and CEO Barry Melancon also visited the White House to talk with some of President Obama's economic advisors about risk management in the wake of the JPMorgan Chase multibillion-dollar trading loss and tax reform.

### PROJECTS


Dr. James Kim, director of choral studies for Colorado State University, has launched the **Colorado Bach Ensemble**, a group of professional singers and instrumentalists from across North America. The inaugural performance will be at 6:30 p.m. June 28 at Edna Rizley Griffin Concert Hall on the CSU campus.

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



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# Inflation impacts new-home permit values

The single-family detached home construction industry in Northern Colorado is well on its way to recovery.

The number of permits pulled in March was 200, up from 125 in February and only 94 in March 2011. The March number was last seen in 2007 and is still less than one-third the peaks reached in 2004 and 2005. In other words, we still have a long way to go before we regain the exuberance of the home construction boom. But we're much better off than the metropolitan areas that really boomed, such as Las Vegas, Southern California and many communities in Florida.

Let's take a look at changes in the average value of permits pulled and inflation in Northern Colorado since 1988, the mid-point of the last energy boom in Colorado. I have normalized the average single-family detached-home permit value and inflation to their January 1988 levels so we can see relative changes since that month. (See accompanying graphic.)

Homes to be constructed, represented by the average value of the permits pulled for their construction, increased 3.73 times between January 1988 and June 2007. (Average permit values have peaked to near four in the three months since

June 2007, but those months are aberrations caused by a heavy mix of expensive home permits.)

As we can see from the graphic, average monthly permit values have been much more erratic since the beginning of 2009. As the number of permits being pulled each month dropped from levels around 600 to fewer than 100, the mix of their values became highly variable.



**ON THE ECONOMY**

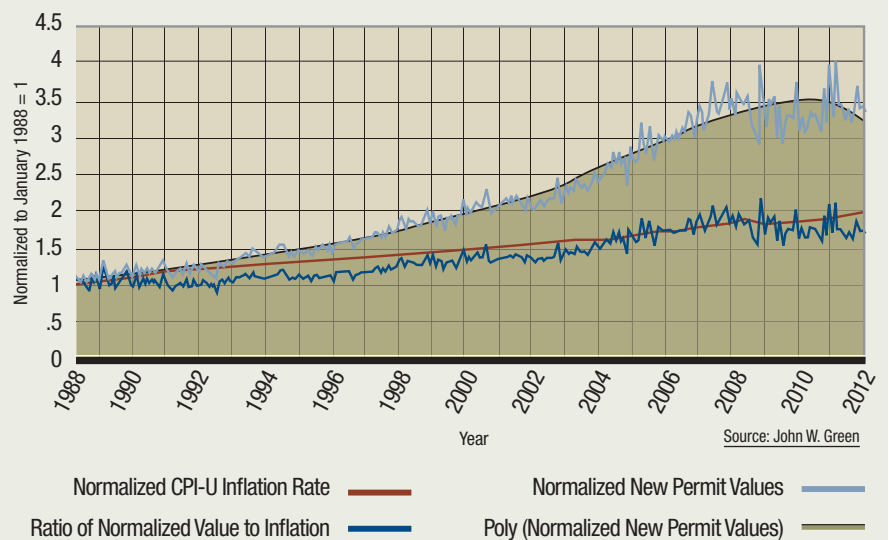
John W. Green, Ph.D.

It would appear from the graphic that the bottom was reached in 2009 and definite improvement occurred in 2011.

We can also see that the increase in new-home construction permit values began its most rapid increase in the second half of 2003, lasting through the first half of 2008. This was the duration of the home construction bubble in Northern Colorado, when homeowners were pulling increased valuations out of their existing homes to construct and buy even bigger and more modern homes. This bubble burst when

**ECONOMIC INDICATORS**

**Value of new construction permits vs. inflation in Northern Colorado, monthly, 1988 to 2012**



the increase in home values leveled off and began to decline; pushing many new homebuyers under water on their mortgages.

But the increase in permit values is deceiving because it is in nominal terms, i.e., not adjusted for the effects of inflation. To account for this effect, I have added the normalized inflation rate to the graphic. We see that the inflation rate has nearly doubled since January 1988, from a

nominal value of 115.7 to a value of 230.1 this April.

If we compute the ratio of normalized permit values to the normalized inflation rate, we get an estimate of the change in the real value of new homes being constructed in Northern Colorado. We can see from the graphic that the real change in the value of new housing permits being pulled has nearly

► See **On The Economy, 15**

# You're Invited

10th Annual

to the premier annual event focused on the well-being of our community.

June 14, 2012 • 11:30am – 1:30pm

Embassy Suites, Loveland

Join us as we discuss how we can work together to ensure children succeed in our own backyard, and recognize amazing volunteers making a big difference in our community.

Register Online by June 6 at [www.uwaylc.org/events/state-of-the-community](http://www.uwaylc.org/events/state-of-the-community)

**GEEK** from 11

ate shortcuts of each folder and place them on your computer's desktop. I keep the folders in the Dropbox account so that I will always have access to the contents no matter where I am and, as an added bonus, it is a convenient backup system.

At the end of each day (or every other day), I take my incoming mail and scan each item I need/want to save into my system as a PDF and give it an easily identifiable name, like the account name, number and date. I then save it to the Inbox shortcut on my desktop and shred the original.

I like to use PDF because I can easily add notes to scanned items like marking bills paid, or conversations I may have had with the individual or company I am corresponding with. Plus with a PDF, it is easy to share the document with other people or applications. This comes in super-handly if you use Quickbooks or Quicken because you can add attachments for line items in your register.

I should also point out that this system works great if you are already receiving digital copies of statements or bills – just download them into the Inbox to integrate them into the workflow.

At the end of the week, I go into my Inbox and move everything that I want to work with or organize better into the Now folder. At this point in the game, I'm most likely paying bills or updating a financial transaction in another application; it is my "working space."

Once I'm satisfied that I've taken the appropriate action for each item in the Now folder, I move them to the Outbox folder. They still aren't organized properly, but now I can rest assured that the things that needed my attention got it and are now closer to being in their proper place. Goodrich would be so proud!

From the Outbox, things can get a bit more complex depending on how you choose to organize. I use a nested directory of folders that I begin moving items into. On the first level, I use broad, high-level categories, i.e., Bills, Banking, Receipts, Tax Documents, etc.

As I move down through each of the high-level categories, I begin to segregate items by vendors, accounts, years and months. Like I said, it can get a bit more complex at this level, but I have found that the more segregated you can make it, the easier it is to retrieve items at a later date (I find this incredibly useful for the overly-complicated billing methods utilized by the medical industry).

As an added bit of precaution and usability, every time I update the nested directory, I copy it to my Dropbox account. That way I will have access to all my documents wherever I might be. I've also found it to be a great resource at tax time. I can only count to 10 on my fingers, so when my accountant asks me for IRS Form 1024, or 378, or blah, blah, blah 22, instead of drawing a complete blank, I can just share the

appropriate folders with her and she can quickly and easily find what she needs. Easy peasy, mac and cheese-y.

When it is all said and done, my clutter is gone, my incoming correspondence is in its place and I can easily retrieve any item I need, at any time, anywhere. As an added bonus, I can now eat at the kitchen table without the fear of the gravy bowl becoming a victim to an envelope landslide.

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

**ON THE ECONOMY** from 14

doubled since January 1988. It did double in select months and was at a mostly higher level in 2007, before dropping as low as 1.55 in some months during the Great Recession. A recovery from the low points of the Great Recession is not evident in this data.

So, the value of new homes being constructed in Northern Colorado between 1988 and 2007 increased nearly four-fold but inflation wiped out about half of that gain. Still, the value of new homes being constructed nearly doubled in real terms, suggesting that the new-home-owning segment of our population is much wealthier than in 1988. We

undoubtedly have larger homes with more high-value furnishings.

But we have also learned a valuable lesson in economics as many homeowners without jobs have seen home values decline and their homes fall into foreclosure. Still, with the recovery under way, home construction activity is on the rise and that's good news, even if it'll be a while before we reach the levels of the mid-2000s.

*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.*

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**HOTEL** from 1



JONATHAN CASTNER

The Clarion in downtown Greeley is often filled with oil and gas workers.

The city budgeted \$50,000 for the assessment, which is examining the potential for “economizing” city-used space, according to city Economic Development Manager Bruce Biggi.

There are “two or three” possible downtown locations, according to Mayor Tom Norton, and some of those include properties that are being used by the city for various functions. City officials declined to specify which properties are being considered.

The mayor considers “downtown” to be the area encompassed by the boundaries of 4th Street, 16th Street, 7th Avenue and 12th Avenue.

The assessment, the results of which are due in the city’s hands June 6, will determine which, if any, city buildings downtown can potentially be considered surplus and made available for redevelopment, namely, a hotel.

There are five city buildings in the downtown area: city hall, city hall annex, Lincoln Park annex, a public works building and a recreation center for a total of 140,985 square feet.

The value of the buildings ranges between \$588,000 and \$1.8 million apiece.

Phase two of the assessment will identify three sites conducive to consolidation of administrative operations and probable long-term savings, according to the city’s request for proposals.

Downtown Greeley has been the focus of many redevelopment efforts recently, with plans set forth by the Downtown Development Authority in November to boost retail spending and encourage multi-family housing in the area.

In November, DDA President Pam Bricker told the Business Report that she was working to bring a hotel to the downtown area and that there was a major hotel chain interested in the area, but she would not disclose details.

A study last year by Denver-based Progressive Urban Management Associates for the DDA noted that the majority of Greeley hotel rooms are located in the periphery of town, primarily along U.S. Highways 34 and 85.

There are three hotels located in the downtown area. The Greeley Inn and the Sodbuster Bed and Breakfast are both downtown, but were not considered to be part of the “core downtown” for the DDA study. The third, a Clarion Hotel and Conference Center, is located in the core of downtown, but most of its rooms nowadays are filled by oil and gas workers.

Workers in Greeley who make their living on the oil fields have kept occupancy rates high in the city for months. Year-to-date in March, the most recent month for which data are available, Greeley’s occupancy rate was 70.6 percent, far exceeding that of Estes Park, a tourist destination with an occupancy rate of 26.9 percent in the same period.

When nearby UNC holds a conference, or when a special event such as the weeks-long Greeley Stampede comes around, accommodations in the city get even tighter.

The downtown area is a natural choice for another hotel because of its proximity to various amenities, such as the Union Colony Civic Center.

“It’s obvious that we need more hotel and conference space,” Bricker said.

It was unclear when the outcome of the second phase of the assessment project will be known.



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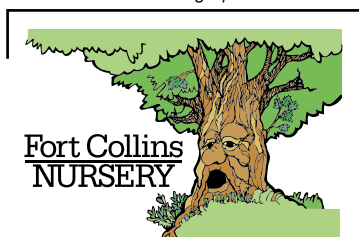
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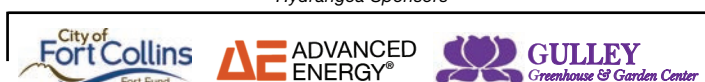
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**CAREERS** from 11

that we often need to move through the darkest of nights before we can come into the light.

Nancy Hunnicutt, career transition counselor with the Larimer County Workforce Center notes, "Our jobs and careers make up a large part of our identity. When you lose a job, you also lose an important piece of yourself. Ironically, we then expect people to pull themselves up by their bootstraps and move on as if nothing has happened."

According to Hunnicutt, "There is still considerable shame and stigma attached to being laid off or terminated. This makes it difficult for many people to reach out for emotional support. We often feel as if something is wrong with us unless we bounce right back from difficult work experiences. There are many different emotions that people experience when they leave a job – even if the change is self-driven. It is important that people find a way to deal with these emotions before jumping back into the job market."

That rarely happens. Most people feel a sense of urgency about finding a new position. Without missing a beat, they begin updating their resumes and polishing their online profiles. Who can afford to waste precious time dealing with emotions when the light bill needs to be paid?

Hunnicutt advises, "While it may seem counter-intuitive, it is actually more effective to slow down and give yourself time to process your feelings. Resist the urge to rush into the next opportunity. Your job search efforts will fall flat unless you grieve the loss you have experienced."

One reason for this is that we remain stuck in the past when we don't take the time to process our feelings of anger and sadness. We have all encountered people who reach out to network and then spend the entire time complaining about their situations. It is unlikely that you will uncover many job leads or build meaningful relationships until you can get out there and meet people in a positive manner.

According to Hunnicutt, "Job searchers also carry unfinished business into the interview. This is especially obvious when the recruiter asks the candidate to explain why they left their last position. If you have not worked through your feelings, there will be no hiding that chip on your shoulder."

So, job searchers beware. Your residual anger and sadness tends to ooze out when you least expect it. Recruiters and hiring managers can easily detect emotional baggage. They quickly turn their attention to candidates who are forward-facing, upbeat and emotionally stable.

Hunnicutt facilitates support groups for people in career transition due to job loss. She sees a real transformation take place when people are given the opportunity to talk through their experiences in a supportive setting. "It is extremely therapeutic for people to find an environment in

which they can voice their true emotions rather than say what they think others want to hear. We need to resist the urge to bury our feelings. As a society we need to give people more opportunities to process the grief associated with job loss."

If a support group is not available or if signs of depression are present, one-on-one counseling may also be beneficial. If you are working with a career counselor, avoid getting strategic about the job search process until you are feeling emotionally strong and centered. Hunnicutt also encourages clients to make self-care a priority. Resist the urge to isolate. Eat well, exercise and plug some fun activities into the calendar.

Other suggestions include journal writing to express your feelings and allowing yourself a certain amount of time each week to grieve. Write about your story with all the gory details and emotions. Then take time to prepare a brief, forthright and positive "Reason for Leaving" statement that you can share with employers or networking contacts.

You know you are ready to begin networking and job searching when you can look back at your experience without reliving the pain. You will notice that you are gradually spending more time imagining the future than dwelling on the past. You will no longer feel stuck and you will be open to new ideas and opportunities.

As the grieving process moves to a

final stage of acceptance and recovery, Hunnicutt notices that many people are often finally able to admit that the lay off or termination was a blessing in disguise. "Perhaps it was the necessary push they needed to move on to a better situation. Or maybe it may have afforded them time to care for family or to envision a new career path."

Time heals all wounds. The key word in this cliché is time. Give yourself the time you need to move through the cycle of grief after a job loss so that you land happily in the next chapter of your life.

*Carrie Pinsky is a Fort Collins-based career and HR advisor. She can be reached at [carrie@pinksywriting.com](mailto:carrie@pinksywriting.com).*

The Northern Colorado Business Report and Kennedy and Coe are pleased to open nominations for the 2012 CFO of the Year Awards.

# NORTHERN COLORADO CFO OF THE YEAR AWARDS

The Northern Colorado Business Report and Kennedy and Coe, LLC will recognize chief financial officers in our region whose efforts successfully navigate a company's financial future. Honorees will be recognized at the Bixpo 2012 opening event, Business Leaders Breakfast, September 26, 2012.

## Nominee Information

Nominee's first name \_\_\_\_\_ Last name \_\_\_\_\_

Nominee company's name \_\_\_\_\_

Nominee company address – Street \_\_\_\_\_

Nominee company address – City, state, zip code \_\_\_\_\_

Nominee email \_\_\_\_\_ Nominee telephone \_\_\_\_\_

Company CEO's or owner's name \_\_\_\_\_

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

## Nominator Information

Nominator's first name \_\_\_\_\_ Nominator's last name \_\_\_\_\_

Nominator's email \_\_\_\_\_ Nominator's telephone \_\_\_\_\_

Nominator's company's name \_\_\_\_\_

Nominator's company address – Street \_\_\_\_\_

Nominator's company address – City, state, zip code \_\_\_\_\_

**September 26, 2012 7:00–9:30 a.m.**

**Embassy Suites – Loveland**

If your company would like to join us in sponsoring the Northern Colorado CFO of the Year Awards, contact De Dahlgren, NCBR Marketing Director at 970-232-3132.

Northern Colorado  
**BUSINESS  
REPORT**

**KENNEDY AND COE, LLC**  
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## 2012 CFO of the Year Nomination Nomination deadline: August 1, 2012

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

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

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

## Award Categories:

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

### PRIVATE SECTOR

For-profit companies

- 1 – 49 Employees
- 50 – 99 Employees
- 100 plus Employees

Not-for-profit companies

- Human services
- Creative industries

### PUBLIC SECTOR

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

### DISTINCTIVE ACCOMPLISHMENTS

- Growth Leader - This category includes those CFOs who have been at the financial forefront of companies that have significantly increased revenues and/or profits.
- Lifetime Achievement – This category includes those CFOs who have demonstrated significant achievements over a career spanning a minimum of 25 years.

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

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

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

Mail completed nominations to:  
Northern Colorado Business Report  
CFO Nominations  
P.O. Box 270810  
Fort Collins CO 80527

Nominations may also be emailed to: [Events@NCBR.com](mailto:Events@NCBR.com).



JONATHAN CASTNER

RoadNarrows expects lots of growth this year, thanks to its newest robot offerings.

**ROADNARROWS** from 3

remote North Slope.

The steel robotic vehicle is equipped with infrared cameras that can help detect gas leaks from wells. It would then upload video from either the well site or from a centralized hub so that operators could view them from another location.

With its knobby tires and the likeness of a small tank, the stout vehicle is designed to move agilely from place to place. The robot can be programmed with a computer to perform various tasks, so a variety of industries and government agencies, including police and fire departments, could use it.

"If you lose a robot, you don't lose

a life," Knight said.

What's different about the robot is its cost. RoadNarrows aims to develop it for around \$50,000, at least a third of the amount similar robots cost.

The company also plans to sell its new robotic arm for light-manufacturing, which could include everything from a factory assembly line to a bakery or brewery. As an example, the arm could pick up and remove items from a conveyor.

Many robotic arms that cost less than \$1,000 cannot do meaningful work, Knight said. High-end ones typically cost more than \$100,000.

RoadNarrows plans to offer an approximately \$5,000 option that is "almost as capable as the high-end arms," Knight said.

The company is working on an application that would allow people to give commands to the robotic arm. It would function like the Google Talk Android application, an instant messaging service that incorporates voice and text communication.

RoadNarrows makes some of the parts needed to build its robots in its downtown facility, using a 3-D printer that creates components for the robotic arm. It outsources other manufacturing to Colorado companies, as well as overseas.

RoadNarrows sells its educational and research robots to universities nationwide, including Massachusetts Institute of Technology; University of California, Berkeley; the U.S. Air Force Academy and Rice University.

Robots typically are incorporated into the coursework of students studying math and physics. As an example, physics students measure things like force and acceleration of a particular robot.

It's difficult to imagine those efforts taking place at RoadNarrows' brick headquarters, an older building located next to a bar and tattoo parlor in downtown Loveland.

Established in 2002, RoadNarrows today employs 11 people, including mechanical, electrical and software engineers as well as mathematicians and physicists.

The company recently expanded its space on Fifth Street in Loveland by 1,100 square feet as it celebrated its 10th anniversary.

Knight, who moved here for a job with AT&T, chose the Loveland area because he wanted to live in a scenic Western town.

The city of Loveland gave RoadNarrows an \$18,000 incentive package to stay downtown when the company moved to its current location on Fifth Street from its original location nearby.

RoadNarrows has grown an average 20 percent annually, CEO Kim Wheeler said. The company expects more than 20-percent growth this year.

"If they're a success ... we'll probably be in the high-end of double digits at the least," Knight said. "If they're not, we'll just be limping along at 20 percent."



EVENT ARCHITECT & PRODUCER  
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**I am still humbled today, having received the Women of Distinction Outstanding Mentor award in 2010.**

Being recognized in the company of such an amazing group of women leaves me in awe. I have no doubt that each of the women recognized feel the same, regarding the next generation. It is an honor to assist other young women as they grow into strong, confident business people who know they can take on any challenge. I celebrate each time a young woman calls me, years later to share news of the promotion—that is a good day!

Thank you, NCBR for creating an event that not only honors women individually, but also celebrates them as a group within our community.

—**Connie Hanrahan**  
*Owner, The Mantooth Marketing Company - Fort Collins  
2010 Woman of Distinction - Outstanding Mentor*

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# NOMINATIONS OPEN

## 2012 WOMEN OF DISTINCTION

THE PREMIERE CELEBRATION RECOGNIZING FEMALE LEADERSHIP IN NORTHERN COLORADO

**AUGUST 8, 2012 • 7:00-9:30AM • EMBASSY SUITES • LOVELAND**

Send your nominations to our website using our QR code. Nominations must be received by June 13, 2012. For more information or a nomination form, email De Dahlgren at DDahlgren@NCBR.com, or call (970)232-3132. The Women of Distinction Breakfast has sold out since the inception of the awards. Make your reservation early using our QR code or email Events@NCBR.com to request the registration link. **Nomination deadline is June 13, 2012.**

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**BORROWER:** JOHN H & NORMA J LEE, 833 PTARMIGAN CIR, LOVELAND. LENDER: WELLS FARGO FINANCIAL COLO INC, AMOUNT DUE: \$153213. CASE #28893. 5/2/2012

**BORROWER:** MICHAEL H & LISA K POWER, 4527 ANGELICA DR, JOHNSTOWN. LENDER: EVERBANK, AMOUNT DUE: \$428232. CASE #29294. 5/3/2012

**BORROWER:** RONALD A & ISIS A MARKS, 2935 W MULBERRY ST, FORT COLLINS. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$151298. CASE #29654. 5/4/2012

**BORROWER:** SHAWN R PATE, 5551 CORNERSTONE DR UNIT A2, FORT COLLINS. LENDER: EVERBANK, AMOUNT DUE: \$142508. CASE #29900. 5/7/2012

**BORROWER:** VICKI L CAMPBELL, 2627 KIT FOX CT, FORT COLLINS. LENDER: BANK AMERICA, AMOUNT DUE: \$386793. CASE #30310. 5/8/2012

**BORROWER:** SUE MOWER, 2830 EDINBURGH CT, FORT COLLINS. LENDER: WELLS FARGO BANK, AMOUNT DUE: \$157808. CASE #30311. 5/8/2012

**BORROWER:** STONER CO, MULT PROP VACANT LAND, . LENDER: FIRSTCITIZENS BANK TRUST CO, AMOUNT DUE: \$181616. CASE #30312. 5/8/2012

**BORROWER:** PALLADIAN HOMES INC, 263 CAJETAN ST, FORT COLLINS. LENDER: FARMERS BANK, AMOUNT DUE: \$262500. CASE #30313. 5/8/2012

**BORROWER:** ROGELIO M BALBUENA, 2224 MARSHWOOD DR, FORT COLLINS. LENDER: US BANK, AMOUNT DUE: \$207267. CASE #30314. 5/8/2012

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**BORROWER:** JOHNNIE B SR & TRUDY GARCIA, 23969 WCR 106, NUNN. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$114434. CASE #3841071. 4/25/2012

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**BORROWER:** FABIO & MICHELLE A NATAL, 9711 SIERRA VISTA RD, LONGMONT. LENDER: WELLS FARGO BK, AMOUNT DUE: \$329444. CASE #3841073. 4/25/2012

**BORROWER:** MARCO A & LETICIA A LOPEZ, 220 3RD ST, DACONO. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$187080. CASE #3841074. 4/25/2012

**BORROWER:** PATRICK & DIANA LONG, 233 MAIN ST, PIERCE. LENDER: BK NEW YORK MELLON, AMOUNT DUE: \$170962. CASE #3841075. 4/25/2012

**BORROWER:** SUSAN RAE & GORDON R MILLER, 2136 44TH AVE, GREELEY. LENDER: HSBC BK USA, AMOUNT DUE: \$151005. CASE #3841076. 4/25/2012

**BORROWER:** ROBYN J DOUGHTY, 611 41ST AVE, GREELEY. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$148578. CASE #3841077. 4/25/2012

**BORROWER:** BRIAN L & CHRISTINE D NIDER, 450 BEARTOOTH CT, WINDSOR. LENDER: OCWEN LOAN SERVICING LLC, AMOUNT DUE: \$233174. CASE #3841078. 4/25/2012

**BORROWER:** WILLIAM T BOYD, 5750 W 20TH ST APT 8, GREELEY. LENDER: BK AM, AMOUNT DUE: \$206941. CASE #3841080. 4/25/2012

**BORROWER:** LINDA L CRAMER, 1034 49TH AVENUE CT, GREELEY. LENDER: WELLS FARGO BK, AMOUNT DUE: \$131236. CASE #3841081. 4/25/2012

**BORROWER:** NATHAN WOODSON, 2147 WEDGEWOOD CT, GREELEY. LENDER: BK AM, AMOUNT DUE: \$64545. CASE #3841265. 4/26/2012

**BORROWER:** ANTHONY M BERNAL, 2700 CORONADO BAY, EVANS. LENDER: US BK, AMOUNT DUE: \$126445. CASE #3841266. 4/26/2012

**BORROWER:** FELIPE LEYVA FLORES, 713 COUNTRY ACRES DR, JOHNSTOWN. LENDER: BK AM, AMOUNT DUE: \$169152. CASE #3841267. 4/26/2012

**BORROWER:** BRIAN L LINDSEY, 267 SUNSET DR, LA SALLE. LENDER: GMAC MTG LLC, AMOUNT DUE: \$157867. CASE #3841268. 4/26/2012

**BORROWER:** RHONDA M MITCHELL, 1137 WCR 13, BRIGHTON. LENDER: WELLS FARGO BK, AMOUNT DUE: \$239303. CASE #3841269. 4/26/2012

**BORROWER:** JOYCE E GLOVER, 721 BIRCH ST, HUDSON. LENDER: ONEWEST BK, AMOUNT DUE: \$86283. CASE #3841599. 4/27/2012

**BORROWER:** CHERRIE A JOHNSTON, 3770 PONDEROSA CT UNIT 5, EVANS. LENDER: AURORA BK, AMOUNT DUE: \$110149. CASE #3841800. 4/30/2012

**BORROWER:** BRIAN N FREEMAN, 711 WSOUTH 1ST ST, JOHNSTOWN. LENDER: US BK, AMOUNT DUE: \$138000. CASE #3841801. 4/30/2012

**BORROWER:** TRACY L & JARROD GREENE, 403 MAPLE AVE, EATON. LENDER: DEUTSCHE BK NATL TRUST CO, AMOUNT DUE: \$134215. CASE #3841802. 4/30/2012

**BORROWER:** JAVIER JR & LENORE L MARTINEZ, 421 SEVENTH ST, MEAD. LENDER: US BK, AMOUNT DUE: \$201796. CASE #3841803. 4/30/2012

**BORROWER:** SEBASTIAN & ANGIE CASTRO, 2406 27TH AVENUE CT, GREELEY. LENDER: WELLS FARGO BK, AMOUNT DUE: \$208625. CASE #3841804. 4/30/2012

**BORROWER:** JULIE M LINDELL, 607 62ND AVENUE CT, GREELEY. LENDER: BK AM, AMOUNT DUE: \$182786. CASE #3841805. 4/30/2012

**BORROWER:** RAYNALDO A JR

MONDRAGON, 342 S 3RD STREET CT, LA SALLE. LENDER: MT BK, AMOUNT DUE: \$131207. CASE #3841806. 4/30/2012

**BORROWER:** BRIAN & ERIN NISWENDER, 522 SHERWOOD CT, WINDSOR. LENDER: AURORA BK, AMOUNT DUE: \$163647. CASE #3841807. 4/30/2012

**BORROWER:** CHERYL L MORRISON, 1125 1ST ST, EATON. LENDER: COLO HOUSING FIN AUTHORITY, AMOUNT DUE: \$164678. CASE #3841808. 4/30/2012

**BORROWER:** TIMOTHY S ORTEGA, 3822 BELMONT AVE, EVANS. LENDER: PROVIDENT FUNDING ASSOC LP, AMOUNT DUE: \$97210. CASE #3841809. 4/30/2012

**BORROWER:** PINECREST VENTURES LLC, 1713 61ST AVE, GREELEY. LENDER: BK CHOICE, AMOUNT DUE: \$577838. CASE #3841810. 4/30/2012

**BORROWER:** MICHAEL E & DEBRA S ESTES, 3213 RIO GRANDE AVE, EVANS. LENDER: US BK, AMOUNT DUE: \$169453. CASE #3841811. 4/30/2012

**BORROWER:** CHRISTINE H & KENNETH VOSS, 21430 WELD COUNTY ROAD 1, BERTHOUD. LENDER: US BK, AMOUNT DUE: \$409823. CASE #3841812. 4/30/2012

**BORROWER:** RANDALE SURRATT, 1614 25TH ST, GREELEY. LENDER: COLO HOUSING FIN AUTHORITY, AMOUNT DUE: \$98839. CASE #3841813. 4/30/2012

**BORROWER:** EDWARD A & MARIA D VELA, 10701 DURANGO PL, LONGMONT. LENDER: BK AM, AMOUNT DUE: \$177076. CASE #3841814. 4/30/2012

**BORROWER:** AUDREY M TANNER, 137 POPLAR ST, LOCHBUIE. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$106175. CASE #3842201. 5/1/2012

**BORROWER:** RIGHT SKY PROPERTIES LLC, MULT PROP, . LENDER: FIRST CITIZENS BK TRUST CO,

AMOUNT DUE: \$2467076. CASE #3842202. 5/1/2012

**BORROWER:** JEFFREY R & CATHY A STUMPF, 11795 N BEASLY RD, LONGMONT. LENDER: WELLS FARGO BK, AMOUNT DUE: \$210160. CASE #3842203. 5/1/2012

**BORROWER:** DAVID J & MICHELLE M BARNETT, 1251 DIAMOND VALLEY DR, WINDSOR. LENDER: BK CHOICE, AMOUNT DUE: \$800000. CASE #3842204. 5/1/2012

**BORROWER:** COLBY J & AMY E BOCK, 1381 OLIVE CT, ERIE. LENDER: AURORA BK, AMOUNT DUE: \$253390. CASE #3842708. 5/2/2012

**BORROWER:** DALE G & PAMELA J FRIESEN, 1001 COTTONWOOD DR, WINDSOR. LENDER: WELLS FARGO BK, AMOUNT DUE: \$149509. CASE #3842709. 5/2/2012

**BORROWER:** DAWN & ROBERT L JR WALLACE, 7803 WINDSONG RD, WINDSOR. LENDER: BK AM, AMOUNT DUE: \$530709. CASE #3842710. 5/2/2012

**BORROWER:** THOMAS M & MARY J COFFMAN, 313 LINCOLN AVE, PLATTEVILLE. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$146271. CASE #3842711. 5/2/2012

**BORROWER:** KEVIN D & LORI L REARDON, 2919 ARBOR AVE, GREELEY. LENDER: BK AM, AMOUNT DUE: \$127068. CASE #3842712. 5/2/2012

**BORROWER:** WILLIAM L ALVARDO, 15642 HIGGINS AVE, FORT LUP- TON. LENDER: VANDERBILT MTG FIN INC, AMOUNT DUE: \$124082. CASE #3842713. 5/2/2012

**BORROWER:** CESAR NEVAREZ, 2300 33RD AVE, GREELEY. LENDER: BK AM, AMOUNT DUE: \$130970. CASE #3842714. 5/2/2012

**BORROWER:** JERRY JAKE & GLO- RIA SCHNORR, 406 33RD ST, EVANS. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$136041. CASE #3842715. 5/2/2012

**BORROWER:** GARY L NOVINGER,

4108 W 16TH STREET RD, GREELEY. LENDER: BK AM, AMOUNT DUE: \$152376. CASE #3842716. 5/2/2012

**BORROWER:** JOSHUA & AMY HORNER, 1927 78TH AVE, GREE- LEY. LENDER: WELLS FARGO BK, AMOUNT DUE: \$283712. CASE #3842717. 5/2/2012

**BORROWER:** PHIRUM STEVEN & JUSTI CHAO, 1108 15TH ST, GREE- LEY. LENDER: BK AM, AMOUNT DUE: \$106754. CASE #3842718. 5/2/2012

**BORROWER:** RAMON & LIBRADO HERRERA, 2817 ARBOR AVE, GREE- LEY. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$145740. CASE #3842719. 5/2/2012

**BORROWER:** GEORGE E CLARK, VL, . LENDER: BK CHOICE, AMOUNT DUE: \$204883. CASE #3842720. 5/2/2012

**BORROWER:** CHAD S & TERI L RICHARDSON, 340 BRIGGS ST, ERIE. LENDER: MACQUARIE MTG USA INC, AMOUNT DUE: \$298952. CASE #3842822. 5/3/2012

**BORROWER:** ERIC E DOERING, 9025 WCR 11, LONGMONT. LEND- ER: AURORA BK, AMOUNT DUE: \$883742. CASE #3842823. 5/3/2012

**BORROWER:** TRACY A VONFELDT, 2409 W A ST, GREELEY. LENDER: BRANCH BK TRUST CO, AMOUNT DUE: \$152151. CASE #3843200. 5/4/2012

**BORROWER:** KYLE DEAN & KIMBERLEE FISBECK, 624 36TH AVENUE CT, GREELEY. LENDER: BK AM, AMOUNT DUE: \$148362. CASE #3843201. 5/4/2012

**BORROWER:** SENG XIONG, 2070 TUNDRA CIR, ERIE. LENDER: BK AM, AMOUNT DUE: \$306836. CASE #3843202. 5/4/2012

**BORROWER:** ARTHUR F HARMS, 26371 HIGHWAY 392, GILL. LENDER: GMAC MTG LLC, AMOUNT DUE: \$101146. CASE #3843203. 5/4/2012

**BORROWER:** RUTH E BUCY, 39350 BOULEVARD D, EATON. LENDER: BK

## THE EYE from 3

costing a lot to water and maintain.

The new median, the first of its kind in Fort Collins, will allow the city to test whether it can save money in the long-term by using trees and plants that use less water. It's also designed so that city crews will spend less timing pulling weeds.

"The goal is to cut down on long-term maintenance by using more sustainable plant choices," Kemp said.

Sounds good.

Looking ahead, he said, if the city

determines it can save money with these kinds of medians, it may build even more.

### NCMC confident in its Weld paramedics investment

Weld County Paramedics Services posted losses in 2008, 2009 and 2010 before bouncing back with net income of just over \$250,000 in 2011.

With numbers that unhealthy, the Eye wondered what NCMC Inc., which runs Northern Colorado

Medical Center, was thinking when it bought the assets of the ambulance service last month.

NCMC paid about \$800,000 for the operation, which includes eight ambulances, three of which are model-year 2011 and are worth about \$151,000 each, according to county documents.

For starters, NCMC believes it can fairly easily find ways to save money, in part by eliminating duplication in a variety of areas, including back-office functions such as billing and supply ordering.

It also points to changes in the way ambulance services now bill the government. Paramedic services were forced to bundle their charges at a rate that "grossly understated" the cost. That was fixed in 2010.

The Great Recession also didn't help, leaving many without health insurance. The lack of insurance meant that many patients, once examined by paramedics, refused transport if the situation was not an emergency. Weld County Paramedic Services could not charge if a patient was not transported.

Beyond all of these factors, having the ability to control a patient's care from the very beginning will allow NCMC to better treat a patient, ultimately saving even more money,

it says.

There's good incentive to do so: The Affordable Care Act states that a patient who is readmitted into a hospital with the same condition within 30 days of being discharged will not have his or her care covered by Medicare or Medicaid, leaving the hospital with unpaid bills.

And, as we all know, hospitals just hate that.

### Mystery at the MPO

Something's up at the North Front Range Metropolitan Planning Organization, but the Eye can't figure out what.

A phone message left at the MPO offices asking about Executive Director Cliff Davidson was returned by a lawyer. That person told the Eye there was nothing to say at the moment. Davidson himself never returned repeated phone calls.

The organization's board consists of 15 officials from different NoCo communities. The MPO works to enhance air quality and mobility between the North Front Range and the Denver Metro Area.

None of board officials contacted would agree to discuss the status of the organization.

The Eye will keep you updated, or at least try.

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### FOR THE RECORD

AM, AMOUNT DUE: \$82945. CASE #3843204. 5/4/2012

**BORROWER:** DANIELLE WAGAMAN, 183 W DOGWOOD ST, MILIKEN. LENDER: PNC BK, AMOUNT DUE: \$116028. CASE #3843205. 5/4/2012

**BORROWER:** JOSEPH JR LESNAK, 2400 W 6TH ST, GREELEY. LENDER: BK AM, AMOUNT DUE: \$109956. CASE #3843206. 5/4/2012

**BORROWER:** CAROL ANN WOLF, 7835 SUNFLOWER GRN, FREDERICK. LENDER: FIRST BK, AMOUNT DUE: \$89130. CASE #3843683. 5/7/2012

**BORROWER:** LONDON G & MANDI N BURCH, 410 CHESTNUT AVE, EATON. LENDER: BK AM, AMOUNT DUE: \$128135. CASE #3843684. 5/7/2012

**BORROWER:** JACK A & CARRIE L LECHMAN, 2632 TATE AVE, FORT LUPTON. LENDER: BK AM, AMOUNT DUE: \$270495. CASE #3843685. 5/7/2012

**BORROWER:** BARRY SHAWN & KIM PEA HARMER, 1605 26TH ST, GREELEY. LENDER: BK AM, AMOUNT DUE: \$121758. CASE #3843686. 5/7/2012

**BORROWER:** BRIAN C & LEAH B FELDT, 4023 DOVE LN, EVANS. LENDER: CITIMORTGAGE INC, AMOUNT DUE: \$115442. CASE #3844277. 5/8/2012

**BORROWER:** MATTHEW A & LAURA V CHAFIN, 1417 10TH AVE, GREELEY. LENDER: SECURITY SERVICE FED CREDIT UN, AMOUNT DUE: \$246202. CASE #3844278. 5/8/2012

**BORROWER:** KIRBY & CHELSEA SAWYER, 2002 CRESTVIEW DR, JOHNSTOWN. LENDER: BK AM, AMOUNT DUE: \$248804. CASE #3844279. 5/8/2012

**BORROWER:** RICHARD H & SUSAN D CALKINS, 2925 56TH AVE, GREELEY. LENDER: JPMORGAN CHASE BK, AMOUNT DUE: \$222716. CASE #3844280. 5/8/2012

**BORROWER:** KATHERINE M NELSON, 806 1ST ST # 6, EATON. LENDER: BK AM, AMOUNT DUE: \$151950. CASE #3844281. 5/8/2012

#### RELEASE OF JUDGMENT

**Larimer County DEBTOR: OCTAVIA A & STEVEN CH MCNEILL**, CREDITOR: BC SERVICES INC. AMOUNT: \$0.00. CASE #C-07C259. DATE: 4/27/2012 JDGREL

**DEBTOR: TINA M SUTTON**, CREDITOR: CAPITAL ONE BK. AMOUNT: \$1172.26. CASE #NP. DATE: 4/30/2012 JDGREL

**DEBTOR: JESSE COURCHAIINE**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$6685.91. CASE #C-12C4497. DATE: 5/1/2012 JDGREL

**DEBTOR: RODNEY LAWRENCE & EUR MILLER**, CREDITOR: HSBC BK NEVADA. AMOUNT: \$0.00. CASE #D-12-11312-SBB. DATE: 5/8/2012 JDGREL

**DEBTOR: WENDY STONE**, CREDITOR: PUBLIC SERVICE CREDIT UNION. AMOUNT: \$0.00. CASE #C-2010C7322. DATE: 4/25/2012 JDGASAT

**DEBTOR: PAUL A & LORETTA CHACON**, CREDITOR: BK MIDWEST. AMOUNT: \$0.00. CASE #D-10CV1212. DATE: 4/25/2012 JDGASAT

**DEBTOR: PAUL A & LORETTA CHACON**, CREDITOR: BK MIDWEST. AMOUNT: \$0.00. CASE #D-10CV1212. DATE: 4/25/2012 JDGASAT

**DEBTOR: JEFF PETERSON**, CREDITOR: ACCOUNT BROKERS LARIMER COUNTY. AMOUNT:

\$300.00. CASE #C-05C-104129. DATE: 4/27/2012 JDGASAT

**DEBTOR: KAREN KAY BRINKHOFF**, CREDITOR: CAPITAL ONE. AMOUNT: \$0.00. CASE #C-2007C954. DATE: 4/27/2012 JDGASAT

**DEBTOR: EDWARD HERNANDEZ**, CREDITOR: ST FARM BK. AMOUNT: \$0.00. CASE #C-12CV4296. DATE: 5/2/2012 JDGASAT

**DEBTOR: JOSHUA WELLMAN**, CREDITOR: LIBERTY ACQUISITIONS SERVICING. AMOUNT: \$730.32. CASE #C-11C-009594. DATE: 5/3/2012 JDGASAT

#### WELD COUNTY

**DEBTOR: RONALD E WALKER**, CREDITOR: TOP RAIL RANCHO ESTATES LLC. AMOUNT: \$0.00. CASE #D-2010CV179. DATE: 4/27/2012

**DEBTOR: TRAVIS JANSSON**, CREDITOR: APOLLO CREDIT AGENCY INC. AMOUNT: \$0.00. CASE #09C59689. DATE: 5/7/2012

**DEBTOR: PAUL A & LORETTA CHACON**, CREDITOR: BK MIDWEST. AMOUNT: \$0.00. CASE #D-10CV1212. DATE: 4/25/2012

**DEBTOR: PAUL A & LORETTA CHACON**, CREDITOR: BK MIDWEST. AMOUNT: \$0.00. CASE #D-10CV1212. DATE: 4/25/2012

**DEBTOR: DANIEL BLAKE SHERMAN**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$7572.52. CASE #C-10C-008321. DATE: 4/26/2012

**DEBTOR: DANIEL L & DONNA J ARAUJO**, CREDITOR: COLO ST REVENUE. AMOUNT: \$526.00. CASE #D-D622012CV800481. DATE: 4/27/2012

**DEBTOR: MARGARET A CLARK**, CREDITOR: COLO DEPT REVENUE. AMOUNT: \$2054.00. CASE #D162011CV833653. DATE: 4/30/2012

**DEBTOR: LINDA RICHARDS**, CREDITOR: DISCOVER BK. AMOUNT: \$0.00. CASE #C-09C9897. DATE: 5/1/2012

**DEBTOR: LINDA D RICHARDS**, CREDITOR: FIA CARD SERVICES. AMOUNT: \$0.00. CASE #C-09C3870. DATE: 5/1/2012

**DEBTOR: BRUCE & LETICIA SCHNAAK**, CREDITOR: ACME CONSTR SERVICE LLC. AMOUNT: \$20385.09. CASE #D-07CV-000724. DATE: 5/1/2012

**DEBTOR: BRUCE & LETICIA SCHNAAK**, CREDITOR: ACME CONSTR SERVICE LLC. AMOUNT: \$16780.60. CASE #D-07CV-000724. DATE: 5/1/2012

**DEBTOR: NATHAN C REAB**, CREDITOR: COLO ST REVENUE. AMOUNT: \$400.81. CASE #D-D622012CV801345. DATE: 5/1/2012

**DEBTOR: BRANDON A STECKLEIN**, CREDITOR: COLO ST REVENUE. AMOUNT: \$579.00. CASE #D-622012CV800244. DATE: 5/1/2012

**DEBTOR: AMBER HOMES INC**, CREDITOR: DIVERSIFIED MASONRY LLC. AMOUNT: \$14017.65. CASE #D-08CV-002293. DATE: 5/3/2012

**DEBTOR: LINDA GRUBBS**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$7197.03. CASE #C-11C-006193. DATE: 5/4/2012

**DEBTOR: EARL L & LINDA R BACKMAN**, CREDITOR: COLO ST REVENUE. AMOUNT: \$244.84. CASE #D-D622012CV801163. DATE: 5/4/2012

**DEBTOR: JONATHAN ALEX GARCIA**, CREDITOR: AMANDA LEE BENAVIDEZ. AMOUNT: \$180.00. CASE #D-10JV001163. DATE: 5/8/2012

**DEBTOR: KEITH DEWAYNE GIBSON**, CREDITOR: ALAVIA JUNE WOOLEY. AMOUNT: \$138.00. CASE

#D-11JV000048. DATE: 5/8/2012

**DEBTOR: BETH COGBURN**, CREDITOR: COLO ST REVENUE. AMOUNT: \$118.00. CASE #D-D622012CV800446. DATE: 5/8/2012

#### JUDGMENTS

**Larimer County DEBTOR: TANYA S BITNER**, CREDITOR: PRESTIGE FIN SERVICES INC. AMOUNT: \$8245.14. CASE #C-12CV-000302. DATE: 4/25/2012

**DEBTOR: CANDYCE S RUSHOLD**, CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$5429.84. CASE #C-12C-001080. DATE: 4/26/2012

**DEBTOR: SUSAN M JONES**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$3033.27. CASE #C-12C-001078. DATE: 4/26/2012

**DEBTOR: JOELLE C & JOELLE CHR KINGDOM**, CREDITOR: CAPITAL ONE BK. AMOUNT: \$33713.80. CASE #C-06C-201305. DATE: 4/26/2012

**DEBTOR: NANCY MILLER**, CREDITOR: PORTFOLIO RECOVERY ASSOC LLC. AMOUNT: \$5695.86. CASE #C-11C-007967. DATE: 4/26/2012

**DEBTOR: JOSHUA RAPER**, CREDITOR: VION HOLDINGS LLC. AMOUNT: \$2437.46. CASE #C-12C-001030. DATE: 4/26/2012

**DEBTOR: GREGORY J CAMPBELL**, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$1779.83. CASE #C-12C-004213. DATE: 4/26/2012

**DEBTOR: PATRICIA ANDERSON**, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$14649.31. CASE #C-04C-106466. DATE: 4/26/2012

**DEBTOR: MATTHEW SPRADLEY**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$1033.90. CASE #C-12C-004738. DATE: 4/26/2012

**DEBTOR: BARBARA J JACOBSEN**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$20036.17. CASE #C-11CV-002315. DATE: 4/26/2012

**DEBTOR: LARRY GENE & LARRY G GRENEYMYER**, CREDITOR: BELCO CREDIT UNION. AMOUNT: \$8582.17. CASE #C-12C-001519. DATE: 4/26/2012

**DEBTOR: DEBORAH T & LARRY G GRENEYMYER**, CREDITOR: BELCO CREDIT UNION. AMOUNT: \$13832.04. CASE #C-12C-001518. DATE: 4/26/2012

**DEBTOR: GEORGIANN ROMERO**, CREDITOR: SUSAN ROACH. AMOUNT: \$2493.22. CASE #C-12S-000123. DATE: 4/26/2012

**DEBTOR: TOPAZ AT SILVER PEAKS 3 LLC**, CREDITOR: MUTUAL OMAHA LOANPRO LLC. AMOUNT: \$1205118.71. CASE #C-12CV-000270. DATE: 4/27/2012

**DEBTOR: PORFIRIO & CARMEN FLORES**, CREDITOR: MUTUAL OMAHA BK. AMOUNT: \$30866.82. CASE #C-12CV-000128. DATE: 4/27/2012

**DEBTOR: DEANA BOLE**, CREDITOR: DRAKE MANOR MANAGEMENT INC. AMOUNT: \$3320.61. CASE #C-11C-010342. DATE: 4/30/2012

**DEBTOR: DANIELLE FINDLEY**, CREDITOR: IMAGINE NATION BOOKS LTD. AMOUNT: \$64441.14. CASE #C-12CV-000240. DATE: 4/30/2012

**DEBTOR: ALAN & DOROTHY MOELLENHOFF**, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$757.55. CASE #C-12C-001094. DATE: 4/30/2012

**DEBTOR: ALAN MOELLENHOFF**, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$144.00. CASE

#C-12C-001094. DATE: 4/30/2012

**DEBTOR: DOROTHY MOELLENHOFF**, CREDITOR: PROFESSIONAL FIN CO INC. AMOUNT: \$140.00. CASE #C-12C-001094. DATE: 4/30/2012

**DEBTOR: GEORGE A & GEORGE A I NORTH**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$999.67. CASE #C-11C-003617. DATE: 4/30/2012

**DEBTOR: JESSE COURCHAIINE**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$6685.91. CASE #C-12C-004497. DATE: 4/30/2012

**DEBTOR: PATRICIA A COCHRAN**, CREDITOR: CAPITAL ONE BK USA. AMOUNT: \$397.07. CASE #C-12C-001389. DATE: 4/30/2012

**DEBTOR: RODGER LIBBY**, CREDITOR: CYPRESS FIN GROUP LLC. AMOUNT: \$4599.92. CASE #C-12C-

001625. DATE: 4/30/2012

**DEBTOR: ELLEN G ROSE**, CREDITOR: ASSET ACCEPTANCE LLC. AMOUNT: \$20200.20. CASE #C-11C-002419. DATE: 4/30/2012

**DEBTOR: JANEL SPAULDING**, CREDITOR: EQUABLE ASCENT FIN LLC. AMOUNT: \$3660.00. CASE #C-11C-004278. DATE: 4/30/2012

**DEBTOR: J ARTHUR REAL ESTATE LLC**, CREDITOR: WELLS FARGO BK. AMOUNT: \$92464.95. CASE #C-11CV-002159. DATE: 4/30/2012

**DEBTOR: KURT C KATHAN**, CREDITOR: CYPRESS FIN RECOVERIES LLC. AMOUNT: \$3332.89. CASE #C-12C-001276. DATE: 5/1/2012

**DEBTOR: TINA L STINSON**, CREDITOR: CAPITAL ONE BK. AMOUNT: \$5969.26. CASE #C-07C-

004827. DATE: 5/1/2012

**DEBTOR: MARIE BROWN**, CREDITOR: MIDLAND CREDIT MANAGEMENT INC. AMOUNT: \$1603.29. CASE #C-11C-006906. DATE: 5/1/2012

**DEBTOR: DEBORAH A BAKER**, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$13245.36. CASE #C-12C-001348. DATE: 5/1/2012

**DEBTOR: JENNIFER A MCCOY**, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$14386.80. CASE #C-12C-004405. DATE: 5/1/2012

**DEBTOR: MARILYN L KOCH**, CREDITOR: CAVALRY PORTFOLIO SERVICES LLC. AMOUNT: \$3934.58. CASE #C-12C-005204. DATE: 5/1/2012

## THANK YOU for the best year yet!

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# Champion New Energy

*Editor's note: The following appeared in our sister publication, the Boulder County Business Report.*

**G**ov. John Hickenlooper had big shoes to fill when it came to championing the "New Energy Economy." His predecessor, Bill Ritter, arguably coined the term and spent four years helping to build clean tech as a core industry for Colorado.

As governor, Ritter demonstrated that clean tech can be a major driver of the Colorado economy, helping to lure Vestas Wind Systems — now employing about 1,600 workers in Windsor, Brighton and Pueblo, among other companies.

Ritter now directs the Center for the New Energy Economy at CSU. When Hickenlooper took office in January 2011, many observers wondered whether he would match Ritter's enthusiasm for the "New Energy Economy."

## EDITORIAL

Alas, it seems not to be the case. As readers will recall, our reporter, Steve Lynn, recently found plenty of frustration in Colorado clean-tech circles about Hickenlooper's comparative silence. The reordering of priorities at the state Energy Office, as outlined by Steve in a story on the cover of this issue, only underscores the point.

Admittedly, the governor is dealing with a more conservative General Assembly than did his predecessor, making passage of bills promoting the alternative energy sector less certain. But we suspect that support for clean tech remains strong, with thousands of jobs spread across many Front Range counties.

State budgetary resources, too, are constrained, making it more difficult to enact tax rebates and other measures.

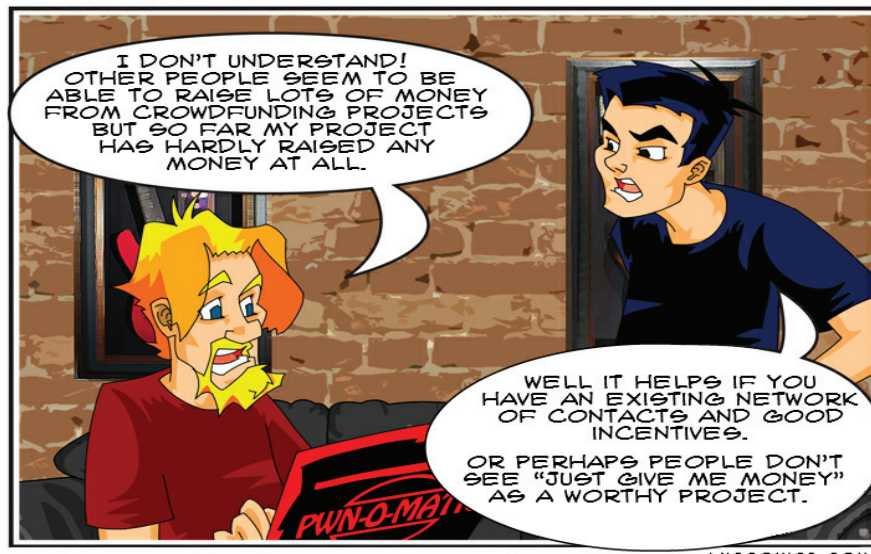
And it's not as if Hickenlooper has been completely silent on clean tech; his administration did lure General Electric's PrimeStar Solar \$300 million plant to Aurora.

But such successes are quickly forgotten without constant reinforcement. A great deal of Ritter's success was in his expert use of the "bully pulpit." He championed clean tech at every turn, throughout the state.

That high profile helped propel Colorado to every national discussion about the emergence of clean tech.

There's no question that Hickenlooper faces challenges that Ritter did not. But, it's time for the governor to elevate the discussion, devising a state-wide blueprint for building the "New Energy Economy."

The bully pulpit awaits.



# Is average the best Colorado can do?

**I**n early January, both political parties in this state contended that this legislative session should be about creating jobs and improving the economy. Hence, I find it curious that the regular legislative session did not accomplish anything meaningful in this endeavor (mostly special interest bills); and that the special session focused on civil unions and a few other topics (more specific interest bills) that will have little, if any, impact upon the overall economy.



**GUEST OPINION**  
Denny Hill

Let me share a few facts. The National Center for Education Statistics reports that Colorado's enrollment increased 17.5 percent between 2000 and 2010. The Census Bureau reports that total population increased 16.9 percent and the Bureau of Labor Statistics reported a 0.3 percent employment gain over this same time frame. Given those relatively rapid increases in population (ninth fastest in the nation) and enrollment (fifth fastest) and related increasing demand for services and infrastructure, it's easy to see that jobs and associated incomes have not increased in any proportion sufficient to support even keeping pace with demand.

The Colorado Legislative Council staff compiled data for fiscal years 1998-99 and 2008-09 showing that state tax collections per thousand dollars of personal income declined between 12.5 percent and 39 percent in all categories except on tobacco (up 79 percent because

of removing its tax exemption). Further, the Legislative Council also reports that Colorado combined state and local taxes are seventh lowest in the country. Couple these tidbits with the fact that Colorado per capita incomes rank among the highest in the nation, i.e. 15th per the Bureau of Economic Research, and sixth place in 2001. I have to wonder why we aren't expecting better of ourselves.

Other than continuing to just cut spending, has anyone under the gold dome even thought about preparing a long-term plan to get us out of this downward spiral toward the bottom? As the information above suggests, this has not occurred and both tax revenue and state spending have declined bringing Colorado's tax effort to 46th in the country as a percent of total taxable resources spent on education (source: EPE Research Center, 2012). Some of us may remember that the purpose of Amendment 23 was to return Colorado's spending on public education back to the same level it was in 1989 at about 25th in the nation. What an admirable goal, to be average, when we have the resources to be much better!

It doesn't take a rocket scientist to look at this information and conclude that the state's future continues to erode. And the key to economic and personal growth is investment; investment in infrastructure and education. Without infrastructure, commerce doesn't produce or move. With deteriorating education funding, particularly in higher education (Colorado continues to be a large net importer of degreed professionals), innovation and entrepreneurship will continue to suffer. In order to rectify that and get the state moving back toward fiscal prosperity we have to figure

► See **Guest Opinion, 23**

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**CSU** from 3

within 60 days of graduation to 85 percent. That number now stands at 79.

“When we get to 85, we’ll just set the bar higher,” Schell said. “We’ll shoot for 90.”

Schell began her role as director of the center Feb. 1, but has been teaching at CSU for six years.

At most recent count, there were 6,000 students enrolled in the College of Business. One-third of those students were undergraduate students, another third were graduate students, and the remaining third were business minors. Five hundred students graduated from the program in May.

The two most sought-after concentrations are computer information systems and accounting.

Accounting students from the college have a high pass rate on the CPA exam, Schell said, and are often hired months before graduation.

Companies with environmentally friendly initiatives also like to hire CSU grads, who have access to the school’s Global Social and Sustainable Enterprise MBA program.

The idea is to get students on track to nail down a career long before their senior year, Schell said.

“We want students to start thinking about what makes them employable compared to their peers,” Schell said.

Because getting hired usually requires an internship, a leadership role in an industry group or even an

international experience, the process needs to begin more than just a few months before graduation.

“The students who get the jobs are the ones that follow our template,” she said.

Schell estimates that in total, there are 50 programs operating within the Career Management Center at the moment, some that are aimed at alumni.

The center helps those graduates manage their careers long after their first job. Alumni will be able to come back and visit the center at their alma mater, taking advantage of programs and services that will help them climb ladders and otherwise navigate the professional world.

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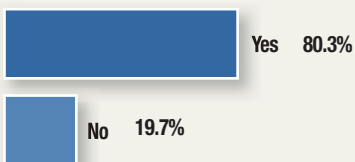
— featuring Business Leaders Breakfast, Northern Colorado CFO of the Year Awards and Bixpo Rocks After Hours  
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For event information, contact De Dahlgren, NCBR marketing director, at 970-232-3132, or email ddahlgren@ncbr.com.

**NCBR Opinion Poll**

Our online question:

Should Colorado give gay couples rights similar to married couples?



These results reflect responses to the online poll at www.ncbr.com.

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

Next question:

How would you grade Gov. John Hickenlooper’s commitment to renewable energy?

Answer now at www.ncbr.com. Responses will be accepted through June 12.

**GUEST OPINION** from 22

out how to reverse the mentality of special interest legislation and focus on what government should provide. And make sure it does so most economically. And by special interest legislation I mean both personal (think the Gallagher Amendment and TABOR) and business (think tax credits, tax increment financing and other means of “playing favorites”). If governments provided the essential infrastructure and services in the most economical way for all, without seeing who can “buy the most favors,” wouldn’t we better be able to grow the economy so both individuals and businesses could prosper? I certainly believe that would be the case.

Yes, this would take a nonpartisan/bipartisan effort similar to the Simpson-Bowles proposal to clean up our tax code and rebalance revenues with necessary expenditures. Monumental task? Yes, but certainly doable if we have the political wherewithal (read: intestinal fortitude) to do it. I would hope we Coloradans could be better at putting our state’s well-being at the forefront of “important issues to resolve” than have our national counterparts for our country.

*Denny Hill is director of Strategic Resources West Inc., a consulting firm that advises school districts. He can be reached at dennyh@strategicwest.com or 303-688-7963.*



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