



Weld gets pumped
Natural gas stations could open this year
Page 23

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NEWS

King Soopers opens amid high hopes
Marketplace project pivotal for future area development
Page 2



Food Co-Op turns financial corner
Downtown F.C. store weathers crisis, looks ahead to the future
Page 3

Weld, Larimer pitch in on initiative
Region-wide plan result of statewide bottom-up exercise
Page 3

THE EDGE

The shrinking mobile spectrum
Bandwidth-hogging data use creates connectivity issues
Page 9

SPECIAL REPORT

Construction & Engineering
NCC, Village Earth team up to rebuild ceremonial grounds
Page 17

LISTS

Region's largest:

Surveyors
Page 21

Municipalities
Page 22

Engineering Firms
Page 25

VFR, JCL architecture firms merge

VFL Architects open for business on Mountain Ave.

By Molly Armbrister
marmbrister@ncbr.com

FORT COLLINS – Two award-winning Fort Collins architecture firms, VFR Design Inc. and JCL

Architecture Inc., are now one company, Vaught Frye Larson Architects, effective June 1.

"It's not a buyout, it's a combining of our two firms," VFR principal Frank Vaught said.

It's also a blending of one of the region's most established firms with one of the newest.

VFR Design began in 1986 when Vaught and partner Joe Frye opened Vaught Frye Architects. Landscape architect Linda Ripley

began working with Vaught Frye in 1996, and the three partners launched VFR Design Inc. in 2008.

In early 2010, the partnership dissolved amicably, and Ripley began doing business under the name Ripley Design. Ripley still offices out of the VFR building at 401 W. Mountain Ave. — now owned by Otterbox, which has offices on the second floor — and partners with Vaught and Frye on projects.

Justin Larson founded JCL Architecture in 2004, and has worked on sustainable projects throughout Northern Colorado and southern Wyoming from his locations in Fort Collins at 401 S. Mason St. and Cheyenne.

Larson and four of his staff members moved into the VFR office over Memorial Day weekend, after holding Monday morning meetings together for several

See VFL, 31

Four buildings coming down by end of August

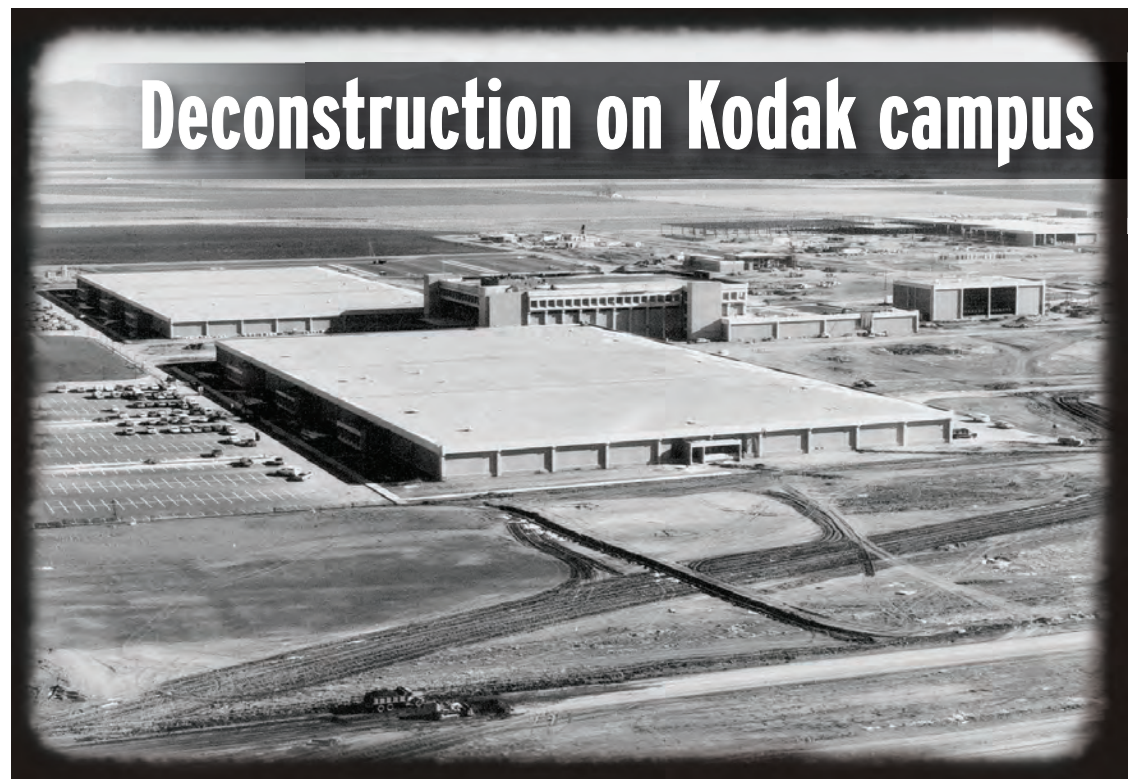
By Molly Armbrister
marmbrister@ncbr.com

WINDSOR — Current and former employees gathered at the Eastman Kodak facility just east of Windsor recently to reminisce about the plant, the friends they made, the stories they remember and what Kodak Colorado Division has meant to Northern Colorado.

May 25 marked the beginning of the third and largest step toward the deconstruction of four of the buildings at the plant, which broke ground 42 years before, nearly to the day, on May 27, 1969.

Buildings C11, C13, C16 and C60 will eventually be leveled as part of Kodak's plan to reduce the footprint of the Division, a cluster of buildings that has become a partial ghost town since the company announced that 300 employees would be laid off in 2009.

Building C13 was emptied in 2007 after Kodak removed itself from the health imaging business, selling its interests in X-ray and



Courtesy Kodak Colorado Division

GOING UP – The four buildings on the Kodak Colorado Division campus slated for deconstruction this summer as they looked in 1970, just as they were being completed. Building C60, where printing plates were manufactured, is still under construction in the far right background.

other health-care technology to Onex Corp. for \$2.55 million.

Onex, a private equity firm based in Canada, opened Carestream Health Inc., a company focused on health imaging, in

Buildings C20, C42 and C50 on the campus. In addition to inhabiting the buildings, Carestream took on 750 Kodak employees.

With the consolidation of the entertainment imaging and litho-

plate manufacturing divisions, buildings C16 and C60 were emptied, in September 2009 and September 2010 respectively.

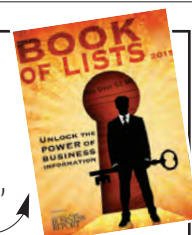
See KODAK, 18

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King Soopers store opens amid high hopes

Marketplace project pivotal for future area development

By Steve Porter
sporter@ncbr.com

FORT COLLINS — The new King Soopers Marketplace store in north Fort Collins is celebrating its grand opening week, and hopes are high that the mega-grocery will be a lynchpin in helping lift up the area's business community.

"I think obviously it's going to be a service that helps out the people in the area, but it's also going to spur some more future development in our area and add (tax increment financing) money for the Urban Renewal Area so we can continue to do more improvement and infrastructure there," said Dean Hoag, owner of Rocky Mountain Battery and president of the North College Business Association.

Under construction for a year, the North College Marketplace had a new Chase Bank and Bullfrog Wine and Spirits already open when the anchor store — the 123,000-square-foot King Soopers Marketplace — opened June 1.

The development also includes two existing businesses — Pobre Poncho's Mexican Restaurant and North College Motors — and will eventually add more



Steve Porter, Northern Colorado Business Report

BIG STORE — The new King Soopers Marketplace store in north Fort Collins will be one of the company's biggest in Colorado at 123,000 square feet. The first King Soopers Marketplace store opened Feb. 17 in Greeley at 6922 10th St., and a third store of approximately the same size will open in Arvada in December.

shops, including a Great Clips hair salon.

But the star attraction is the King Soopers supermarket, the second of three Marketplace stores set to open this year. A similar store opened in Greeley in February at 6922 10th Street and another is scheduled to open Dec. 1 in Arvada.

Kelli McGannon, King Soopers/City

Market public affairs director, said the three new stores are much bigger than the company's typical stores and include a wide variety of additional shopping experiences.

"They have all the things you're used to finding at King Soopers, plus a kitchen supply, bed-and-bath acces-

"I think once people see what a great project it is, more development is going to happen and it will kick start a lot of stuff."

Dean Hoag, president
North College Business Association

sories, even furniture that you can use in your home," she said. "We think our customers will like the expanded variety."

Competitive environment

McGannon said other features include a "baby world" that offers "everything for the baby," a Fred Meyers jewelry store, a Starbucks coffee shop, sushi bar, US Bank, pharmacy, deli and a grill in the meat department.

"It really is amazing," she said. "We think we can offer some easy one-stop shopping."

See KING SOOPERS, 19

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THE EYE

Doctor-talk decoded for the rest of us

Do you actually understand what your doctor says to you or do you just nod — and look everything up on the Internet after you get home?

How about the time you thought your health-care provider tried to charge you for epistaxis when all you went in for was a nosebleed? (Yeah, The Eye found out on WebMD that they're the same thing.)

Helping tear down the language barrier is a partnership between Denver-based Health Language Inc., which provides software that integrates and manages medical terminologies, and health-management provider Dossia.

HLI's Language Engine will automatically translate clinical diagnosis and procedure descriptions into easily understood, consumer-friendly terms. Using a common language will allow individuals to review, comprehend, absorb and act upon the information contained in their charts at their convenience.

Studies have also shown that patients forget a majority of what physicians tell them. Patients then have difficulty fully complying with the instructions they receive, which can lead to all sorts of complications, including unnecessary revisits.

But every doctor should get the occasional patient who complains, "My thing-a-ma-bobber hurts when I touch my elbow. I think it's cancer," just to keep them on their toes.

Weld, Larimer pitch in on initiative

Region-wide plan result of statewide bottom-up exercise

By Steve Porter
sporter@ncbr.com

Relocating the National Western Stock Show from Denver to Weld County is just one of several ideas to come out of a recent goal-setting exercise to improve the economy of the region and ultimately the state's as well.

Although it's not yet known how the exercise by all 64 counties across the state will translate into a statewide economic development plan, officials who took part in the effort in Northern Colorado say they believe it was worthwhile and could lead to closer coopera-

tion between Larimer and Weld counties on regional economic development projects.

County officials, business leaders, economic development officials and citizens pitched in to develop separate goals and strategies for each county and then blended the results into a single unified vision.

"I think we meshed pretty good on the process, and when the plans were combined I saw tremendous cooperation between the counties," said Trevor Jiricek, Weld County's director of planning and environmental health services.

"Neighboring counties don't always see eye-to-eye," he added. "But I was impressed by the cooperation."

That was part of the reason Gov. John Hickenlooper launched the Statewide Bottom-Up Economic Development Initiative shortly after taking office in January. Spearheaded by the Colorado Office of

Economic Development and International Trade, the initiative asked all 64 Colorado counties to develop goals and strategies for improving their local economies. The counties were then grouped into 14 regions, with each region assigned the task of developing a unified plan that would require across-the-border cooperation and communication.

Mixed signals

But some involved in the process said it was sometimes confusing and rushed. "The whole thing was interesting," said Frank Lancaster, Larimer County manager. "It felt like the state was kind of making it up as they went along."

In addition to changing deadlines and a very short timeline, Lancaster said the state sent mixed signals as to how each county should gather its input. In the end, Larimer

See ECO-VISION, 35

F O C U S

Fort Collins Food Co-Op turns financial corner

Downtown store weathers crisis, looks to future

By Steve Porter
sporter@ncbr.com

FORT COLLINS — Just two years ago, things were looking bleak for the Fort Collins Food Co-Op.

The venerable downtown store at 250 E. Mountain Ave. was floundering — losing money and on the verge of shutting its doors.

"We had about two months of capital left at that time," said Lynn Christenson, store manager, who had just taken over the reins about two months earlier. "The staff was worried they might not have jobs much longer."

"But we're still here," Christenson added with a smile.

That's because the store's members decided to chuck the old membership fee model — with members getting a discount on the items they purchased — for an ownership structure with shares of the co-op sold to member-investors.

Christenson said about 90 percent of co-ops in the nation now use such a structure. As it turned out, joining that movement was the right choice for the Fort Collins Food Co-Op, which posted a profit in 2010 for the first time in years.

Food Co-Op members and others who support the store's emphasis on organic and locally grown foods ponied up \$160 per share to get a piece of equity in the store. Christenson said she's grateful for that support.

"Their promise was profit-sharing, but they did jump in knowing we hadn't made a profit for a while," she said.

Overwhelming response

In fact, the response to the new business model was phenomenal, Christenson noted.

"The response was overwhelming to



Steve Porter, Northern Colorado Business Report

ALL SMILES — Food Co-Op Manager Lynn Christenson is proud and happy that, after nearly four decades, the store chose a new business model of profit-sharing that helped it post a profit in 2010.

us," she said. "We expected it to be much less than it was. We're continuing to sell shares and we're doing it every week. I think in February we sold a new share every day."

Christenson said the store has sold more than 850 shares and sales are up. The completion of the Mitchell Block building next door — which had hampered sales in 2009 during its construction — has helped, she added.

"The building enhanced the whole area," Christenson said. "We've got the parking back (from construction activity),

but we lost so many people at that time."

Grant Morgan was one of those who jumped in to buy some shares in the new business model. Morgan was one of the store's first volunteers who ran the store for its first eight months after it opened in 1972. He said he was concerned that the store might not make it without a big change in its operation.

"Even though I was a lifetime member, I bought some shares," he said. And when the store posted a profit? "I tried not to take it, but (Christenson) said, 'take it.' I

See FOOD CO-OP, 32

INSIDE

- Agribusiness6
- Banking7
- Briefcase14
- Calendar15
- Classifieds39
- Commentary36
- On The Job12

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Fort Collins Utilities plans to expand, remodel center

Project on hold during recession back on agenda

By Molly Armbrister
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FORT COLLINS — The city of Fort Collins Utilities Department is working on plans for an extension to its service center at 700 Wood St., according to City Facilities Project Manager Ron Kechter.

Kechter said the project is entering the design phase, and plans are being drawn for an addition and two remodels to the facility. The 15,690 square feet of renovations will include office spaces for existing personnel and conference and training areas.

The potential addition could tack on as much as 24,200 square feet of space to the existing facility, but Kechter said that number could downsize as plans progress.

He added that he did not know when the plans, which are being designed by VFL Architects in Fort Collins, could potentially come before city council for approval.

Planning for the building expansion initially began in 2007, but was put on hold due to the downturn in the economy, said John Phelan, energy services engineer for the utilities department.

"We've outgrown things here," said utilities department services crew chief Jim Schwartz of the current Wood St. facility. "We need to spread people out more."

Kechter said that the price tag on the renovations is currently \$7.3 million, but called the figure "very preliminary."

Funds for the addition will come from the utilities department's reserve fund, said Steve Catanach, light and

"We've outgrown things here. We need to spread people out more."

Jim Schwartz, Utilities department services crew chief
City of Fort Collins

power manager. No rate increases will be necessary to fund the project, he added.

Go for the gold

Fort Collins requires that all city buildings meet the standards for a LEED gold rating, and elements will be incorporated into the plans to help meet those green-building sustainability qualifications. To obtain a gold certification, a building must earn 60 or more points by taking into consideration elements such as water efficiency, energy and atmosphere impact, and materials and resources, among others.

One hundred points are possible in the LEED classification, with 10 extra points possible for design innovation and regional priority.

The design and construction of the building will also work toward the goal of an EnergyStar rating, Kechter said.

It's all part of the utilities department's effort to stay green, Catanach added. "We strive to be a shining example to the community."

C O R R E C T I O N S

The *Business Report* will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Kate Hawthorne at 970-232-3142, or e-mail her at khawthorne@ncbr.com.

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Horse industry holds its breath over virus outbreak

Equine herpes cases hold steady after Utah competition

Greeley Stampede officials, rodeo promoters, horse owners and others involved in the equine industry are holding their collective breath that an outbreak of deadly equine herpes virus (EHV-1) won't result in a full-scale assault on local horses and the cancellation of more horse-related events in Northern Colorado.

Of particular concern is the potential impact on the annual Stampede, which makes a huge economic contribution to the region, particularly in Greeley.

"The worst-case scenario for us, should there be a significant number of outbreaks, is that it would really hurt the participation of our rodeo contestants and others at the Stampede," said Bill Ogg, Stampede executive director.

Ogg said the annual Stampede has an estimated economic impact on Greeley and Weld County of "well over



AGRIBUSINESS
Steve Porter

\$20 million."

"It would be a huge blow," he said of the possible effects of EHV-1 on the rodeo schedule.

The 2011 Stampede is set to begin June 24 and run through July 4.

The outbreak is believed to have started after the National Cutting Horse Association's Western National Championships held in Ogden, Utah, from April 29 to May 8. The first cases confirmed, on May 13 by the Colorado State University veterinary diagnostic laboratory, were in two horses returned from the event.

Christi Lightcap of the Colorado Department of Agriculture said the virus — which can be fatal to horses but is harmless to humans and other animals — has been confirmed in nine horses. Two horses in Weld County and two in Larimer County have been quarantined.

Lightcap said there were 12 quarantine and hold orders in effect as of May 26 on 22 horses across the state, and a total of 34 horses in nine states and Canada had been confirmed infected by the highly contagious disease.

Two Colorado horses — one in Weld County — had been euthanized as of May 26.

Lightcap said the Ogden event is considered to be the epicenter of the outbreak.

"It's what we're calling the point of interest," she said. "It might have started somewhere else and moved to Utah. But

eight of the nine horses that have tested positive were in Utah, and the ninth came in contact with a horse from that show."

Counties with quarantine orders in effect in addition to Weld and Larimer included Bent, Boulder, Garfield, Gunnison, Mesa and Morgan as of May 25.

The CDA reported on May 26 that no new EHV-1 cases had been reported since May 20. The disease can take up to 16 days for symptoms to show, Lightcap said. Symptoms include runny discharge from the nose, fever, lack of coordination, hind limb weakness and general lethargy. Lightcap said the disease is not always fatal unless the horse becomes severely affected neurologically.

"There is no cure, nothing that you can give the horse a shot and it goes away," she said. Lightcap also noted that the disease's symptoms can be treated and it can become dormant.

"But it can re-emerge when the horse is stressed, so it never really goes away," she said.

The CDA is urging horse owners to isolate sick horses and to contact their vet immediately.

A few cancellations

So far only a few horse-related events in Colorado have been canceled as a result of the outbreak. In Northern Colorado, the Colorado Pro Rodeo Association-sponsored "Rodeo Rocks the Fort" set for May 28-29 at the CSU

Equine Center was canceled.

"I'm looking at our loss to not hold the rodeo is about \$6,000," said Siri Stevens, a spokeswoman for the event.

Meanwhile, the outbreak canceled three horse events at the end of May and early June at the Colorado State Fairgrounds in Pueblo: The Zamora Roping Competition, with no alternate date set; The Mounted Shooting Regional, rescheduled to Oct. 7-10 and the Sagebrush Slide Cow Horse Show, rescheduled to Aug. 10-14.

This year's State Fair is set for Aug. 25 through Sept. 5.

Lightcap said the CDA is not making any decisions on whether horse-related events should be canceled or rescheduled, leaving that to event promoters.

"Cancellations are being decided by individual organizations, not by us," she said. "At this point, the discussion is within one specific horse population, which is the cutting horse industry."

Stampede director Ogg said the annual Greeley event — which includes concerts and other attractions as well as rodeo competitions — could still be held if the virus continues to pose a threat in late June. "(The virus) is not a danger to humans in any way," he said. "That needs to be emphasized."

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

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More area banks improved first quarter results than not

First-quarter results from 15 area banks provide further evidence that the banking sector is recovering, slowly but surely, according to call reports and uniform bank performance reports from the Federal Deposit Insurance Corp.



BANKING
Molly Armbrister

Banks that have increased their total assets from first-quarter 2010 to first-quarter 2011 just slightly outnumbered those that didn't, brightening the glimmer of hope surrounding the industry recently.

Nine area banks have increased their total year-over-year assets, while call reports show six decreasing their year-over-year numbers.

Acting Colorado Banking Commissioner Fred Joseph said that he saw some improvement in the 80 state-chartered banks overseen by the Colorado Division of Banking, but that some of the changes could be attributed to a particular bank's business model.

"But I am seeing some general improvement in the economy, and some improvement in portfolios," Joseph said.

This improvement, however gradual, is due in part to more real estate being sold, and more commercial and single-family loans being made, he said.

For banks, according to Joseph, the

First-quarter bank results

First-quarter results from 15 area banks provide further evidence that the banking sector is recovering, slowly but surely.

Institution	First-Quarter 2010 Total Assets	First-Quarter 2011 Total Assets
First National Bank of Omaha	11,433,327	13,128,306
Great Western Bank	840,480	925,463
Adams State Bank	34,998	38,086
Farmers Bank	264,457	242,113
Adams Bank and Trust	498,476	520,044
FirstBank	1,027,239	10,720,606
Signature Bank	82,762	66,712
Advantage Bank	399,407	351,566
Guaranty Bank	2,026,507	1,832,036
Cache Bank and Trust	162,673	159,648
Bank of Choice	1,316,578	1,066,036
Bank of Colorado	1,892,710	1,970,018
Verus Bank of Commerce	97,373	235,510
New West Bank	147,306	149,291

*DOLLAR AMOUNTS IN THOUSANDS

SOURCE: FDIC

key to continued success lies in diverse portfolios.

"Regulators and banks have become more sensitive to the issue of concentration and diversification," he said.

Gail Grant, group president of Great Western Bank, also said that portfolio diversification is meaningful to a bank's growth in the current economy.

Great Western, one of the nine banks to increase its year-over-year numbers, moved from total assets of \$840 million in first-quarter 2010 to \$925 million in the same quarter this year, according to the FDIC.

Grant said Great Western has had a lot

of success and is seeing new loans in areas such as commercial and industrial real estate, as well as agribusiness. She added that the fact that the bank is well capitalized is important for increasing total assets, as it improves the bank's ability to loan money.

Actively looking for new customers is another piece of the puzzle, according to New West Bank chairman Leroy Leavitt. Leavitt said that while his bank is out actively looking for commercial loans, it had a diversified portfolio before the recession, which allowed it to remain strong.

Leavitt said that 30 percent of the loans at New West come from agriculture production and real estate, and 30 percent come from commercial business. The remainder is a mix between commercial real estate and consumer loans.

New West Bank, located in Eaton, increased its total assets from \$147 million in first-quarter 2010 to \$149 million in first-quarter 2011. Leavitt said that there is modest loan demand in the market right now, which is allowing his bank to gain new customers.

Some of the first-quarter growth is seasonal, Leavitt said, with advance payments often being made at the beginning of the year.

First National Bank saw growth in deposits rather than loans, according to president Mark Driscoll. Deposits have been strong, said Driscoll, but the bank is also working on loan diversification and calling on customers to develop its business.

First National grew its total assets from \$11.4 billion in first-quarter 2010 to \$13.1 billion in first-quarter 2011. Driscoll also noted that some of the growth in the area can be attributed to consolidations and mergers. First National consolidated four charters into one in September.

Molly Armbrister covers the banking industry for the Northern Colorado Business Report. She can be reached at 970-221-5400, ext. 209 or marmbrister@ncbr.com.

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A consumer's guide to adopting technology III

How can devices improve or hinder our relationships?

This is the third in a series in what is unfolding as a guide to the adoption of technology into one's personal life — a window to your own consumer behavior when considering new technology.

In the previous column we explored three of 10 questions concerning the adoption of technology and how we, as the consumer and owner, are affected by our purchase and use decisions: Does it save time? Does it provide a foundation for education, entertainment, or improved safety? How do I feel when I use this product?



HUMANS & TECHNOLOGY
Kai Staats

Having just returned from three weeks in northern Peru, I find the next three questions invigorating:

4. Does it help me to better understand or improve myself?
5. Does it help me to better understand or help others?
6. Does it improve my communication with others?

Because I am not fluent in Spanish, I sometimes struggled to convey to those with whom I worked more than a basic concept of the projects which I was engaged: electrical wiring, solar PV array design, and the architectural design of an open air sanctuary and meditation center.

We intentionally traveled without electronics save a camera and old cell-phone for emergency calls. Where a 3-D sketch program or electronic translator could have assisted me when communicating with the electrician and construction engineer, I was reminded of the simplicity and ease of using pen and paper, even a stick for drawing in the sand.

I found myself in Best Buy, not long after our return to the States, pondering the next three questions concerning technology products:

■ **Does it help me to better understand or improve myself?** Very few consumer electronic products satisfy this question, except possibly a digital camera and computer. Through a camera, we can see the world in a new way and express ourselves artistically. Through the use of a computer, we can expand our knowledge.

■ **Does it help me to better understand or help others?** When used with discretion, televisions and computers both provide a window to a greater world, a means of virtual travel to other

places and opportunity to learn about people who are different than ourselves and those around us. In this respect, yes, our understanding of one another may be improved, if that is how we use these devices. To help? It is my experience that computers do play a significant role in organizing and managing projects, in sharing information.

■ **Does it improve my communication with others?** Does a mobile phone or laptop allow us to coordinate events, stay in touch, and move through our world with relative ease? Sometimes, yes. But both have a way of causing us to be distracted when we would benefit from being focused.

Full attention

I often find a state of relief, nearly bliss, when I leave my phone at home or in the car, for I am free of the potential of an interruption and the people I am with benefit from my full attention. I experienced this several times during our journey, both with Sarah and with those whom we met along the way — educators from Holland, climbers from Colorado, and the staff of a church and clinic in Piura.

We engaged until the embers of the fire were too low to keep us warm, until the tea in our cups ran dry, and until the conversations were simply ... done. It is in my experience that a lack of technology enables this kind of human interaction, when face-to-face encounters unfold.

The most memorable moment of our journey in Peru was in a stone cabin located in a high, green valley of the Cordillera Negra, at an elevation of 14,200 feet. Nine rock climbers wore multiple layers to find warmth against the sleet outside. The fog pressing against the windows was countered only by the single kerosene lantern and shimmer of the wood-burning stove.

Not for one moment did I desire a cellphone, laptop or television. The conversations carried us into the night. No digital device could fully capture or enhance the aroma of home-cooked meals over a gas stove, the mixing of four languages spoken in whispers, and the sharing of that space by people who before that day had never met. We shared what humans have experienced for tens of thousands of years — our stories.

I offer that when next you find yourself reaching for your smartphone to record the moment for Facebook, stop and consider whether you will experience that time more vividly from behind the camera, or by being fully engaged in the moment, you yourself are the best recording and playback medium.

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

2011-2012 Business Report Events

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

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COLUMNS



Stepping Out
Restaurants go with ebb and flow of big employers
Page 29

ETC.

On The Job
People in the news, on the move
Page 12

Calendar
Events, seminars and dates to look forward to
Page 15

Briefcase
Regional business developments
Page 14

Daily in Review
A look back at top news stories
Page 16

LISTS
Region's largest

Surveyors
Page 21

Municipalities
Page 22

Engineering Firms
Page 25

The incredible shrinking mobile spectrum

Bandwidth-hogging data use creates connectivity issues

We seem to be a society that is fascinated with Armageddon. From books and movies, to documentaries and late-night talk-radio banter, there is something in the air that has all of us wondering about the end of the world. Doomsayers had recently predicted that the rapture would occur on May 21, and while my ISP apparently had some vital equipment give up the ghost leaving me without service for a couple of days, I'm still here.



GEEK CHIC
Michael D. Wailes

A few weeks ago I was reading about the degradation of cellular service in large metropolitan areas. The gist of the article was

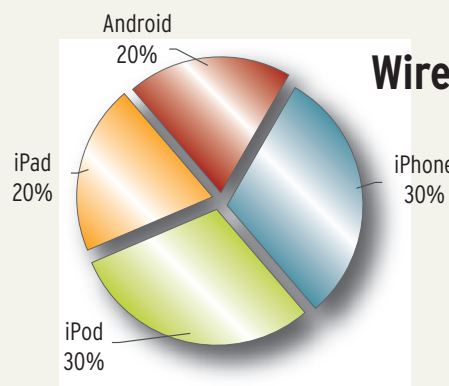
See **GEEK CHIC**, 27

Where has all the bandwidth gone?

Figures for the top five online applications in North America show that Netflix accounts for nearly a third of all fixed access network downstream traffic during the evening peak period.

Rank	Upstream Traffic		Downstream Traffic		Total Traffic	
	Application	Share	Application	Share	Application	Share
1	BitTorrent	52.01%	Netflix	29.70%	Netflix	24.71%
2	HTTP	8.31%	HTTP	18.36%	BitTorrent	17.23%
3	Skype	3.81%	YouTube	11.04%	HTTP	17.18%
4	Netflix	3.59%	BitTorrent	10.37%	YouTube	9.85%
5	PPStream	2.92%	Flash Video	4.88%	Flash Video	3.62%

SOURCE: SANDVINE NETWORK DEMOGRAPHICS, MAY 2011



Wireless Video Views by Platform

Another study, the FreeWheel Monetization Report, showed that for the first quarter of 2011, Apple mobile devices – iPod, iPhone and iPad – accounted for 80 percent of wireless video views. In fact, the fewer than 20 million iPads gobble up 20 percent of the market.

SOURCE: FREEWHEEL VIDEO MONETIZATION REPORT - Q1 2011

Make ethics part of social media campaign



BBB NEWS
Pam King

Online interactions can help build company's reputation, good or bad

The online conversation continues to explode in new and exciting directions. If your company is not participating on Facebook, LinkedIn, Twitter and Foursquare or any of the other popular social media outlets, you're missing a viable opportunity to engage with your customers and prospective customers.

I know from experience that taking those first baby steps into social media is a huge learning curve. But businesses big and small can no longer sit on the sidelines and do nothing.

Earlier this year the Better Business Bureau serving Northern Colorado and Wyoming conducted a survey to get a handle on social media. Demographics of respondents indicate the busiest users are between 20 and 34 years of age (71 percent) followed by those 50 years and older (15 percent). Fifty-three percent of the respondents are employed full time, while 27 percent are students.

See **BBB**, 28

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BUSINESS LITERATURE

Some days it's tempting, but 'You Can't Fire Everyone'

By Terri Schlichenmeyer
news@ncbr.com

You catch more flies with honey than vinegar.

As far as you can see, that old saying — a reminder that being nice works better than being a jerk — holds true for every boss you've ever had.

The manager who compliments while criticizing, privately. The supervisor who surprises the staff with cold

Fortune deputy managing editor shares practical tips on how to be a good boss

treats on a hot day. The boss who just lets you do your job. You've worked for them all, and you've toiled for their opposites.

But what kind of boss are you? Read the new book "You Can't Fire Everyone" by Hank Gilman and find out.

You don't get to be Deputy Managing Editor of Fortune magazine without working your way there, and Gilman has done exactly that. He spent time in small local newsrooms as well as with big-city dailies. He's seen colleagues come and go. He's seen his share

of good managers and bad ones, all of whom taught him to be a better boss himself. In this book, he explains how you can manage to get the best out of your employees.

The first lesson, Gilman writes, is that everyone who works for you has flaws. Conversely, everybody has strengths. It's your job to find those strengths, then get out of the way and let employees use them.

You, of course, want to like the people you work with (otherwise, they wouldn't be your employees, right?), but understand that being friends isn't truly possible. There will be hard decisions to make someday and they may then hate you, so keep employees close but keep them at arms' length, too. And even if you have favorites, don't practice favoritism.

On that note, keep your stars happy but don't create a "class system."

Solid advice

Know the Cardinal Sins of Hiring and avoid them. Think before speaking. Remember that the day a good employee leaves for another job is the day to start recruiting her back. Give the right people the right jobs and give them feedback. Answer all emails and return phone calls. Learn to do the Donald Trump thing correctly and don't be afraid to be fired yourself. And when you start arriving at work angry, know that it's time to go.

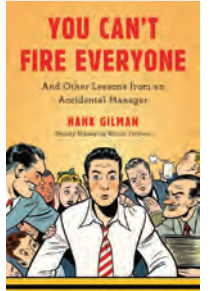
So "manager" was never in your DNA? No worries ... that's why "You Can't Fire Everyone" is around.

With solid advice, a touch of winking snarkiness, and a good dose of droll, author Gilman offers career advice entwined with behind-the-scenes anecdotes straight from the publishing world.

New managers and managers-to-be will appreciate Gilman's willingness to use his own experiences to illustrate that mistakes will be made and that you'll live through them. And any manager who's been around the Big Desk awhile will find Gilman's in-the-trenches stories entertaining, no matter what your industry.

If you're getting ready to move up at work or if you're already the boss, you'll find this book to be fun and extremely helpful. For you — and for your employees — "You Can't Fire Everyone" is a honey of a read.

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



BOOKS

"You Can't Fire Everyone And Other Lessons from an Accidental Manager" by Hank Gilman, 2011, Penguin Portfolio, \$25.95 / \$32.50 Canada

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September 15, 2011
Embassy Suites

biXpo

The see and be seen business event of the year

Business Leaders Breakfast featuring the 2011 CFO Awards, 7:30 am

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. Nominations are open until August 1.

BizFit 2011 Challenge Power Lunch, 11:30 am

The challenge for a healthier lifestyle, better productivity and potentially lower health care costs began on May 1st. We will be honoring company teams at Bixpo.

Business Expo, 10:00 am - 7:30 pm

Give your business a jolt by showcasing your products and services — or by discovering new vendors at the largest business expo event of the year. Sip your favorite brew and stroll the isles — you're sure to make some personal connections.

Bixpo After Hours, 5:30 - 7:30 pm

Enjoy live music and a little something extra in your coffee to put a nightcap on this event. If you can't make it during the day, this extra social, social event is a great time to network and visit the expo at the same time.

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July 30

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ON THE JOB

NONPROFIT

Stuart Conway, co-founder and International Director of the Fort Collins-based nonprofit Trees, Water & People in Fort Collins has been awarded the Francis K. Hutchinson Medal from the Garden Club of America, the highest conservation award given out by the organization. Conway has helped his organization plant 4.1 million trees and build more than 46,000 fuel-efficient cookstoves throughout Central America and Haiti.

FINANCE

Bank of Colorado has hired **Bill Bundy** as a Raymond James Financial Advisor. Bundy provides financial planning services and investments to the Northern Colorado region. His responsibilities will include planning for retirement, college planning, individual investment planning, and insurance planning, as well as investments for individual and small business development.

HEALTH CARE

Chris Kiser has returned to the Greeley community to lead the North Colorado Medical Center Foundation. Kiser is the new president of the fundraising arm of Northern Colorado's largest hospital. He will oversee all aspects of fundraising for the foundation on behalf of NCMC. Kiser previously served as president of Cheyenne Regional Medical Center Foundation in Cheyenne, Wyo.

Foundations Counseling LLC added therapists **Ethan Bratt** and **Kendra Silver** to its staff. Bratt blends his background in family therapy and marriage counseling with his insights into how past relationships can affect current ones in ways that people often do not even recognize. Silver offers a systems approach to therapy that capitalizes on clients' strengths and resources to find solutions to their challenges. Operating since 2007, Foundations Counseling specializes in individual therapy and counseling, marriage and couples counseling, family counseling, and child and teen counseling.

ACADEMICS

Don Estep, a longtime statistics and mathematics professor in the College of Natural Sciences, has received Colorado State University's annual Scholarship Impact Award, one of the highest honors at the university. Estep was recognized for his research in numerical and applied analysis and differential equations. The award includes \$10,000 and a plaque of recognition.

Jeanne Otte, director of online learning at Aims Community College, was awarded the 2011 eLearning Technologist/Support Person of the Year at the 22nd annual eLearning Consortium of Colorado Conference. Otte has been a leader in the field of online learning for more than 20 years.

The Institute of Business & Medical Careers Inc. has hired **Michael Pule** as Academic Affairs and Compliance Specialist. Pule will work with campus directors and staff to further ensure that the Department of Education's ruling on Compliance and Misrepresentation among career colleges is abided by throughout all four IBMC campus locations in Fort Collins, Greeley, Longmont and Cheyenne by the July 1 deadline.

Colorado State University named **Jennifer DeLuca**, assistant professor in the Department of Biochemistry and Molecular Biology, and **Christian Puttlitz**, associate professor in the Department of Mechanical Engineering, as this year's recipients of the prestigious Monfort Professor Award. The award was established in 2002 through a gift from the Monfort Family Foundation. DeLuca and Puttlitz will each receive \$75,000 annually for two years to support their research projects and teaching efforts.

ACCOUNTING

Julie A. Willy, staff accountant for Soukup, Bush and Associates CPAs PC in Fort Collins, passed the Uniform Certified Public Accountant Exam and obtained her CPA license from the Colorado Board of Accountancy. Willy is a 2007 graduate of Colorado State University and has performed audit and tax services for clients of Soukup, Bush and Associates for the past three and a half years.



WILLY

ENGINEERING

The American Council of Engineering Cos. of Colorado has announced its 2011-12 board officers. **Eric Young**, Eaton's EMC Engineers Inc., will serve as president; **Michael Ellsberry**, PE, will serve as vice president; and **Greg Roush**, PE, Leonard Rice Engineers Inc., will serve as secretary/treasurer. Four new directors were also elected to ACEC/CO's board: **John Radcliffe**, PE, **John Sikora**, PE, **Elizabeth Stolfus**, PE, and **Duane Jansen**, PE.

AGRIBUSINESS

Grant Family Farms welcomes **Helen Atthowe** as their new vegetable grower. Atthowe is nationally renowned for her work with vegetables and a leader within the farming communities for her expertise in permaculture and conservation farming. She previously worked in Montana primarily as an organic farmer managing her Community Supported Agriculture program, a part of Montana's Sustainable Grower's Union.



ATTHOWE

MISCELLANEOUS

DaVinci Sign Systems Inc. is pleased to announce the addition of **LD Chase** to the sales team. Chase has many years of on-premise electric sign experience and will continue to help businesses within the region with their branding and on-site advertising. He will focus on helping clients develop the best on-premise marketing and signage inquiries.

Jim Malm, CLP, has taken the position of Fort Collins Branch Manager for Young Electric Sign Co. He is replacing **Zac Tschillard** who has moved into a new position with YESCO Las Vegas. Malm has been with YESCO for over 30 years, starting out in fabrication and installation. YESCO is a full-service sign company with divisions and branches across the western United States.



MALM

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

TIME OUT



OPEN HOUSE – 1. Northern Colorado Business Report Account Executives Lindsay Gilliland, far left, and Julie Constance, far right, host Nicole Franklin of the Loveland Sculpture Invitational Show and Sale, right, and Alex Rand of Windsor at the BizWest Media open house on May 13 at the new NCBR offices in the Guaranty Bank building on Harmony Road in Fort Collins. **2.** Rick Thomas and Kristi Thomas, left, of Ace Hardware of Greeley, talk shop with Nicki Elsberry of Edward Jones at the Greeley Chamber of Commerce Business After Hours on April 28 at Old Chicago. **3.** Bradley LeValley, DDS, left, Racheal LeValley, Eleesha Guido, Joe Guido, DDS get 1950s retro at the 2011 Poudre Valley Hospital Foundation Spring Benefit May 7 at Embassy Suites. **4.** Attendees at the CREW silent auction on May 18. The event raised \$2,000 to benefit Habitat for Humanities.

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



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BRIEFCASE

KUDOS

Platte River Power Authority achieved the Climate Wise Platinum Partner level, based largely on the achievements at its headquarters site, which was recognized by the City of Fort Collins in April. Platte River has been a member of **Climate Wise** since 2000. Climate Wise is a free, voluntary City of Fort Collins program dedicated to helping local businesses and the environment.

For the 17th consecutive year, **Thrivent Financial for Lutherans** has been named to **Fortune** magazine's Fortune 500 list based on annual revenues. The organization moved up 24 spots in the 2011 ranking to become the 318th largest company in the United States. In addition, **Fortune** magazine listed Thrivent Financial as the sixth largest mutual life/health insurance organization in the United States.

Nonprofit notes

More than 25 **Associated Landscape Contractors of Colorado** members volunteered their time on Earth Day to design and install community gardens for residents of the Swallow Road community, owned and operated by Fort Collins-based nonprofit **CARE Housing**. CARE Housing provides affordable housing for low-income working families in Larimer County.

New Belgium Brewing and **Outside magazine** announced the results of its **Mighty Arrow** Facebook campaign, which raised \$10,000 for local canine-related nonprofit organizations. The collaboration was in honor of Mighty Arrow, a spring seasonal brew named after Arrow, New Belgium CEO Kim Jordan's collie who "ran the brewery" for years. The funds raised will be split

equally among the **Humane Society of Larimer County** and **Assistance Dog of the West** in *Outside* magazine's hometown of Santa Fe, N.M.

The **Community Foundation serving Greeley and Weld County** recently announced grants totaling \$17,799 from the **Littler Youth Fund's** 106th distribution to various youth-oriented programs to support hundreds of youth throughout the area. The agencies and projects funded in this distribution were: **Greeley-Evans Youth League Inc., Greeley Noon Lions Club Inc., Imagination Makers Theatre Co., Northern Colorado Fire Safety Training Association, Rehabilitation & Visiting Nurse Association, Sexual Assault Victim Advocate Center, South Platte Valley Historical Society** and **Union Colony Children's Music Academy**.

The **City of Fort Collins Recreation Department's** Recreator, a comprehensive community resource that includes information on facil-

ities, programs, events and activities, received an Award of Excellence from the **National Association of Government Communicators**.

The **Recreator** is published four times per year and signals the beginning of Recreation registration sessions.

NEW PRODUCTS AND SERVICES

The **Colorado Unwanted Horse Alliance** has launched **Equidopt**, a program that allows people interested in adopting a horse to search an online database of horses available from equine rescues in Colorado by criteria like breed, age, gender, discipline and region.

Poudre Fire Authority has joined **YouTube** and **Twitter** in an attempt to reach out to the community. The first YouTube video from the PFA is from the Summerstone Court fire. Follow PFA at <http://www.youtube.com/user/PoudreFireAuthority>, or on Twitter at @poudrefire. PFA is also on **Facebook**.

DEADLINES

College for Kids at Aims Community College is celebrating 31 years of summer educational fun with a very special curriculum. Classes will include LEGO, Video Game Making, Arts and Crafts and Crazy Science. Students entering grades 2 through 7 can take two classes each week for just \$175 per week, which includes lunch. Classes run June 13-16, Monday through Thursday, from 8:30 a.m. to 3:30 p.m., at the Aims Continuing Education Division, 5590 W. 11th St.

The **Rocky Mountain Raptor Program** is accepting photo submissions for its 2012 raptor calendar. Photos must be received by July 1, at 5 p.m. Entry fee for the first photo submission from each photographer will be \$20; additional submissions will have an entry fee of \$5. RMRP will accept photos of raptors that are naturally found in Colorado, with photos either taken in the wild, or photos of RMRP's Education Ambassadors. For more information email judy@rmrp.org or call 970-484-7756.

ANNIVERSARIES

Loveland-based **Numerica Corp.** celebrated 15 years in business in May. Founded in 1996 by Colorado State University applied math professor Aubrey B. Poore, Numerica is one of the first tech-transfer companies to spin out of the CSU Research Foundation. Today, nearly 50 employees in Colorado and California provide state-of-the-art algorithm and software development in the areas of integrated air and missile defense, video tracking, cyber security, geospatial information systems, chemical and biological detection, and space situational awareness.

PROJECTS

Lamar Construction of Hundsonville, Mich. has awarded the contract on the **Leprino** cheese factory to **Stucco Rite Inc.** of Greeley. The project will consist of 212 tons of glazed cement blocks with a recycle content of over 20 percent. Much of the material used will come from local vendors within Northern Colorado.

Drahota has been selected by **Heitler Development Inc.** as the general contractor to oversee the Highland Park apartment project in Denver. Drahota will manage the construction of a four-story, mixed-use building with 115 one- and two-bedroom units, 11 studio units and a yoga school with two yoga studios with a goal of LEED Platinum rating. The project is scheduled for completion next winter.

The new **Army National Guard Readiness Center** in Windsor was presented by **RB+B Architects** at a recent public meeting. The facility will house the 157th Forward Support Company of the Colorado Army National Guard. The full development of the 17-acre site will include a primary facility with an assembly hall, classrooms, learning center, kitchen serving line, administration area, separate unit equipment and individual equipment storage, vehicle maintenance training bays, physical fitness area, break room and restrooms.

If you have an item to share about name changes, new products or business news of note, e-mail it to [Noah Guillaume at nguillaume@ncbr.com](mailto:Noah.Guillaume@ncbr.com), or mail it to Briefcase at NCBR, 1550 E. Harmony Road, Fort Collins, CO 80525.

The Northern Colorado Business Report and Kennedy and Coe are pleased to open nominations for the 2011 CFO of the Year Awards.

NORTHERN COLORADO CFO OF THE YEAR AWARDS



2011 CFO of the Year Nomination Nomination deadline: August 1, 2011

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 will 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 CFO's based their company's size ranked by number of employees. Non-profit companies categories are based on type of services provided either human services or creative industries. Please select one category into which the nominee's company falls.

- 1 – 9 Employees
- 10 – 24 Employees
- 25 – 49 Employees
- 50 – 99 Employees
- 100+ Employees

- Nonprofit – Human Services
- Nonprofit – Creative Industries

Candidates for the Northern Colorado CFO Awards will demonstrate their achievements in the following areas. Please limit the narrative for each section to 200 words or less.

- Describe how this candidate for the Northern Colorado CFO Award has advanced and contributed to the success of the company for which he or she works.
- Describe how this candidate has advanced and shown leadership within the industry to which her or his company belongs and/or the field of financial operations.
- Describe how this candidate is involved with and shown leadership within the community.
- Describe or list how this candidate has continued to develop professionally earning additional certifications and/or degrees.
- Describe or list this candidate's other significant achievements such as honors, awards and recognitions.

Mail completed nominations to:
**Northern Colorado Business Report
CFO Nominations**
1550 East Harmony, 2nd Floor
Fort Collins CO 80525

Nominations may also be emailed to: Events@NCBR.com.

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 2011 opening event, Business Leaders Breakfast, September 15, 2011.

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 15, 2011 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.

CALENDAR

June 3 - 4 - Windsor Chamber All Town Garage Sale, Windsor. Contact: Windsor Chamber of Commerce at 970-686-7189 or information@windsorchamber.net.

June 4 - Northern Colorado Walk For Life, from 8:30 to 11 a.m., Chapungu Sculpture Park at Centerra, I-25 & Hwy 34 in Loveland. Cost: FREE. Registration Deadline: June 3, 2011. Contact: Jenny Langness at 970-221-5121 or mail@thealphacenter.org.

June 6 - 17 - Microsoft Office Intensive, from 8 a.m. to 12:30 p.m., The Education and Life Training Center, 401 Linden St. in Fort Collins. Cost: \$150-\$295 (based on income). Contact: Laura Barron at 970-482-4357 or Laura.Barron@eltcenter.org.

June 7 - Front Range PC Users Group, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Contact: Front Range PC Users Group at <http://www.frpcug.org>.

June 7 - Business Planning for Success, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

June 8 - I Need Financing, What Now?, from 11:30 a.m. to 12:30 p.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

June 8 - Greeley Chamber Business Before Hours, from 7 to 8:30 a.m., Sears Real Estate, 2021 Clubhouse Drive, No. 100 in Greeley. Contact: Kim Barbour at 970-352-3567 or kim@greeley-chamber.com.

June 8 - Community Dialog - Milliken Town Board Meeting, from 5:45 to 6:45 p.m., Milliken Town Hall, 1101 Broad St. in Milliken. Contact: Mary Rogers at 970-224-6190 or mrogers@nfrmpo.org.

June 8 - Science Cafe: Pinar Omur-Ozbek, from 5:30 to 7 p.m., Avogadro's Number, 605 S. Mason St. in Fort Collins. Cost: Free. Contact: Kalie McMonagle at 720-323-4669 or beet.street.events@gmail.com.

June 8 - Pathways Hospice On Our Own, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: No fee, no registration. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

June 10 - 2011 Educated Business Owner's Expo, from 10 a.m. to 4 p.m., Fort Collins Marriott, 350 East Horsetooth Road in Fort Collins. Cost: FREE. Contact: Claire Preston at 970-581-6215 or Claire@TheEBO.com.

June 10 - 11 - Hoofin It Home, from 10 a.m. to 6 p.m., Denkai Animal Sanctuary Adoption Center, 14253 Hwy. 392 in Greeley. Cost: Free. Contact: Floss Blackburn at 970-217-1457 or info@denkai-sanctuary.org.

June 10 - Greeley Friday Fest, from 5 to 8 p.m., 9th Street Plaza, Ninth Street & Ninth Avenue in Greeley. Contact: Downtown Development Authority at 970-356-6775 or www.downtown-greeley.com.

June 10 - The Educated Business Owner Expo, from 12:30 to 1:30 p.m., Fort Collins Marriot, 350 E. Horsetooth Road in Fort Collins. Cost: free. Contact: Coach Sean McCarthy at 970-581-2872 or info@coloradocoachingcompany.com.

June 10 - 2011 Educated Business Owner's Expo, from 10 a.m. to 4 p.m., Fort Collins Marriott, 350 E. Horsetooth Road in Fort Collins. Cost: FREE. Contact: Claire Preston at 970-581-6215 or Claire@TheEBO.com.

June 10 - Drive FORE! The Point Golf Tourney, starting at 8 a.m., Pelican Lakes Golf & Country Club, 1620 Pelican Lakes Point in Windsor. Cost: \$500/foursome. Contact: Nicole Conant at 970-567-0885 or nconant@turningpnt.org.

June 11 - 7th Annual Waltz for the Wolves Auction Benefit & Gala, from 5 to 10 p.m., Embassy Suites in Loveland (I-25 & Exit 259), 4705 Clydesdale Parkway in Loveland. Cost: \$45. Registration Deadline: Tickets before June 4th: \$40. Contact: Michelle Proulx at 970-416-9531 or mproulx@wolfsanctuary.net.

June 11 - Larimer Humane Society's Fire Hydrant 5, 5K Walk/Run & Pet Expo, from 8 a.m. to noon, Edora Park, 1801 Riverside Ave. in Fort Collins. Cost: \$30 until June 9, \$35 day of registration, \$20/person for groups of 6 or more.

Registration Deadline: Pre-Registration open until June 9th Day-of registration opens at 7:30 a.m. Contact: Marcie Willms at 970-530-2962 or mwillms@larimerhumane.org.

June 12 - Pathways Hospice Kids, Horses and Healing, from 8 a.m. to 4 p.m., Hearts & Horses Therapeutic Riding Center, 163 N. County Road 29 in Loveland. Cost: Call for fee/registration information. Contact: Janet Severance at 970-663-3500 or janet.severance@pathways-care.org.

June 13 - BioScience Bogey, starting at 6:30 a.m., Fox Hollow Golf Course, 13410 Morrison Road in Lakewood. Cost: \$150/player, \$550/foursome. Contact: Mae Desaire at 303-592-4073 or mdesaire@cobioscience.com.

June 13 - Greeley Museums presents Heritage Tea, starting at 10:30 a.m., Centennial Village, 1475 A St. in Greeley. Cost: \$18.

June 14 - Windsor Chamber June Business

AFTER Hours, from 5 to 7 p.m., The Medical Hypnosis & Counseling Center, 1180 Main St., Suite 5B in Windsor. Contact: The Windsor Chamber of Commerce at 970-686-7189 or information@windsorchamber.net.

June 15 - Selling Your Uniqueness, from 8:30 to 11 a.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

June 15 - Loveland Chamber Business Before Hours, from 7:30 to 9 a.m., Adams Bank & Trust, 7800 South Highway 287 in Fort Collins. Cost: FREE to Loveland Chamber investors, \$5/preregister for everyone else, \$8 at the door. Contact: Jim Worthen at 970-667-6311 or info@loveland.org.

June 15 - Pathways Hospice Newly Bereaved Group, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: 25,

no fee for hospice families. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

June 16 - Pathways Hospice Summer Education Series, from 1 to 2:30 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: No fee, no registration. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

June 16 - Make It Official, from 7 to 9 a.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25/each. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

June 16 - Greeley Chamber of Commerce Business After Hours, from 5 to 7 p.m., Northern Colorado Paper, 295 71st Ave. in Greeley. Cost: \$30/guest. Contact: Kim Barbour at 970-352-3567 or kim@greeley-chamber.com.



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DAILY IN REVIEW

Cache Bank to merge Greeley branches by end of August

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between May 16-27. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox twice a day.

GREELEY — Cache Bank and Trust will merge its downtown Greeley branch and its Greeley West corporate

branch effective Aug. 29.

All accounts currently at the downtown branch, 924 11th St., will be transferred to the corporate branch, 4601 W. 20th St., and all downtown employees will be relocated to other offices.

Cache Bank and Trust has leased the 11th Street facility for 15 years, but the bank's strategy is now to operate only in bank-owned facilities, according to Byron Bateman, CEO.

Cache Bank and Trust posted first-quarter 2011 net earnings of \$174,000 compared to \$73,000 for the same quarter in 2010.

Fort Collins repeals Green River Ordinance

FORT COLLINS — The Fort Collins City Council has repealed a six-decade ban on door-to-door solici-

tion in residential areas.

The solicitation ban, known as the "Green River Ordinance," has been in place since 1938, and prevented companies from going door-to-door in residential neighborhoods in an effort to sell products.

The measure to repeal the ban passed with a vote of 5-2, with Mayor Pro Tem Kelly Ohlson and Councilmember Wade Troxell in opposition.

Vendors who wish to ply their wares door-to-door will have to apply for a permit through the city, beginning June 10, and will be expected to adhere to the "no solicitation" list of residents who do not wish to be contacted at home. Ignoring the "no solicitation" list will be treated as a violation of city code, with a maximum possible penalty of \$1,000 and 90 days in jail.

Ann Turnquist of the city manager's office said the fee for the permit will likely be between \$50 and \$100, although no exact amount has been set. Companies will be given permission to approach homes from 9 a.m. to sunset.

The list will not apply to nonprofit organizations or to magazine and newspaper subscription sales, or religious or political groups.

JBS S.A. to raise up to \$2.15 billion in stock offer

SAO PAULO, Brazil — JBS S.A., parent company of Greeley-based JBS USA, intends to raise up to \$2.15 billion for capital expenditures through a stock offering following approval by its share and debenture holders.

The stock offering eliminates the Brazilian-based company's obligation to make an initial public offering, which it cancelled in January because of poor market conditions.

The transaction is expected to be concluded by early July.

State's employers added jobs in April

DENVER — Employers in Colorado added 2,200 nonfarm payroll jobs from March to April, according to figures released by the state Department of Labor and Employment. Government payroll jobs declined by 100 and the private sector increased by 2,300.

The unemployment rate decreased slightly from 9 percent in March to 8.8 percent in April.

In Larimer County, the seasonally adjusted unemployment rate dropped from 7.3 percent in March to 6.8 percent in April, a decline of sixth-tenths of a percentage point from April 2010. In Weld County, April's unemployment rate was 9.5 percent, down from 10 percent in March and 10.2 percent last April.

The national unemployment rate increased to 9 percent between March and April, but that still represents a decline from 9.8 percent in April 2010.

September 15, 2011
5:30 - 7:30 pm
Embassy Suites

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Deconstructing the Lakota way at Pine Ridge

NCC, Village Earth team up to rebuild ceremonial grounds

By Anne Cumming Rice
news@ncbr.com

PINE RIDGE, S.D. — About 275 miles northeast of Fort Collins, two Northern Colorado-based nonprofit organizations are helping build a bridge between the past and the present.

The foundation is trust. The finished products are relationships and dignity.

For more than a decade, Fort Collins-based nonprofit Village Earth has been supporting grassroots organizations on the Pine Ridge Reservation in South Dakota. The result has been more Native Americans seeking to reclaim their ancestral land on the reservation and using it to make a living. This summer the National Center for Craftsmanship will begin work training and helping a family deconstruct and rebuild its ceremonial grounds on the reservation.

Those involved in both organizations have learned some important lessons through their efforts.

See PINE RIDGE, 20



Courtesy National Center for Craftsmanship

CEREMONIAL PROJECT — Fort Collins-based National Center for Craftsmanship will launch a project this summer to train Lakota tribe members in deconstruction techniques as they rebuild a family ceremonial grounds near the Pine Ridge reservation in South Dakota.

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Join us on the first Wednesday of every month, 11:30 am - 1 pm at the Ptarmigan Country Club!

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KODAK, from 1

Building C11 housed administrative offices, which have relocated to C6, as well as a cafeteria and other employee amenities.

Demolition, deconstruction

The demolition of the four buildings, which encompass more than 1 million square feet combined, began in October 2010, when Kodak launched its four-step footprint reduction program. The program will eventually leave the northernmost portion of the 2,200-acre site just as the company found it in 1969, and will minimize adverse environmental effects.

Steps one and two, which involved asbestos abatement and material salvage, have already been completed.

The third step, which began June 1, is the demolition phase. Alpine Demolition, based in Arvada, will be handling the demolition, and intends to reuse and recycle as much as 90 percent of the building materials. In order to achieve this, the buildings must be carefully deconstructed.

Alpine estimates that it will remove and recycle over 100,000 tons of concrete, in addition to electrical and mechanical components, wood, steel and copper.

When deconstruction is complete, in the fourth phase, Alpine will reseed the area with native grasses, leaving it ready for new developers to purchase. The 320-acre industrial parcel is being marketed through CB Richard Ellis in Denver for an undisclosed price.

Kodak is doing what it believes is best for the community and the businesses that remain at the site, according to KCD plant manager Vikki Wagner. She said that Kodak considered many options for the empty buildings, and deconstruction was the best option to relieve the company of the overhead costs associated with their upkeep.

"The buildings were built for Kodak processes," Wagner said of the possibility of simply selling the buildings. "It would have been very difficult to repurpose them."

Wagner said that in addition to alleviating the expense of the buildings, Kodak didn't want to leave decaying buildings standing.

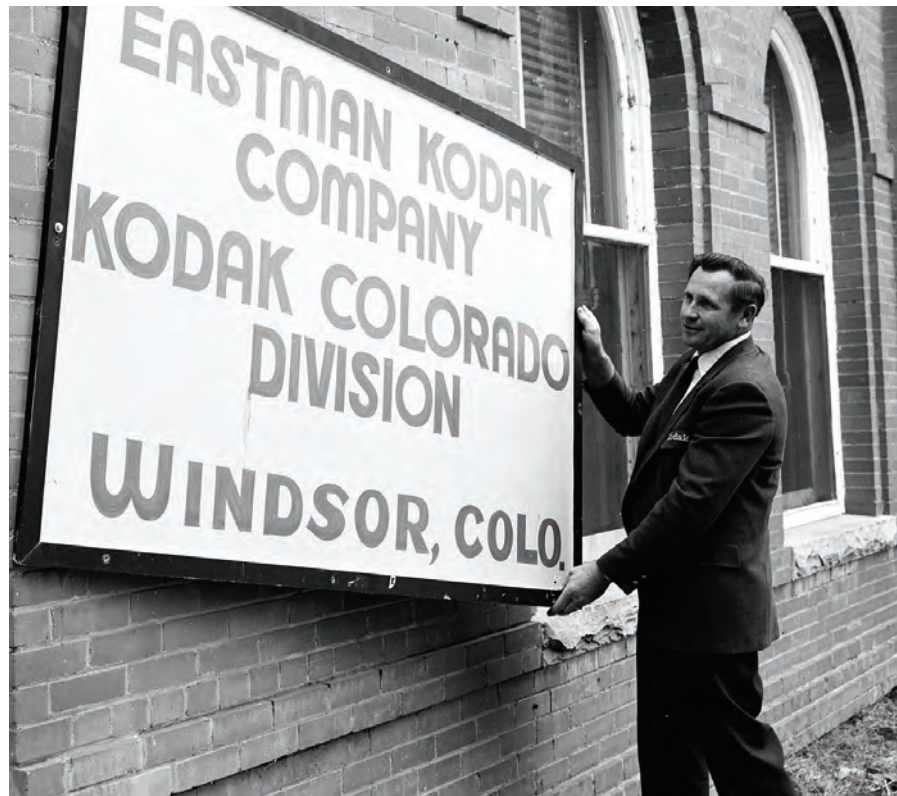
"Everyone wanted to do the right thing for the community," Wagner said.

'We are still here'

Since its arrival, the Kodak Colorado Division has been known as a good corporate citizen, contributing to local schools and nonprofits and participating in every aspect of the community. In 1999, the *Business Report* called Kodak "an indelible part of Northern Colorado," employing 1,800 people with an annual payroll of \$80 million. The company had plans to hire 200 to 300 more in 2000.

The Windsor site was the primary manufacturing center for medical X-ray film, thermal media, motion-picture film and color paper, and involved in some stages of manufacturing other photographic films and cameras. Kodak Polychrome Graphics, a subsidiary that manufactured printing plates, was also located on the Windsor campus.

Kodak saw steady growth every year until 2005, and then a sharp decline began, Wagner explained. Traditional photo film, made with the compound silver halide, gave way to digital photog-



Courtesy Kodak Colorado Division

PRE-CAMPUS — Before Eastman Kodak built its 2,200-acre campus east of Windsor, its Colorado Division was housed in the nearby sugar beet factory. Leon Gebhardt of the company's security department hangs the sign in 1968.

raphy, and more and more consumers adopted the practice of keeping their photos on digital media, lessening the demand for photo paper.

These changes, among others, led to the eventual consolidation of some of Kodak's Windsor divisions to plants in other states.

Despite the consolidation, two divisions of Kodak remain at the site: color paper manufacturing, in building C15, and thermal media manufacturing, in building C29. These two businesses employ about 200 people, Wagner said.

Between Kodak and Carestream, six buildings will remain occupied after the demolition is complete, and the fact that there is still business being conducted at the Kodak campus is very important, according to Wagner.

"We are still here," she said.

Primary employer

According to data released by the town of Windsor last month, between 1960 and 1970, the population of Windsor climbed only 3.6 percent. In 1970, the year after Kodak broke ground, the population was just over 1,500, but by the time the next census was conducted in 1980, the population had jumped 173 percent to more than 4,200. As of the 2010 census, Windsor's population was over 18,500.

Other cities and towns in Northern Colorado also experienced growth as new Kodak employees and transplants from the main plant in Rochester, N.Y., moved to the area.

"Kodak was the primary employer in the region," said Kelly Arnold, Windsor town manager. "A lot of people relocated here, have a history with Kodak, and settled their families here."

Once the buildings are cleared, officials hope that the land will be purchased and again become home to a company that will create jobs and add to the vibrancy of the region.

Stacy Johnson, Windsor's business development manager, said that there will be 270 acres available when the deconstruction is completed. She hopes the site can attract primary employers to join companies such as Vestas Blades and Hexcel Corp., both of which are located

Early Kodak workers had 'dream jobs'

WINDSOR — Bud Miller worked at the Kodak plant in Rochester, N.Y., for seven years before he was transferred to Kodak Colorado Division, where he spent another 20 years before retiring in 1991.

Miller was one of the first 60 transfers to the new facility just outside of Windsor, and he remembers watching buildings go up and new employees arrive. He worked in several different buildings during his tenure, including Buildings C11, C13, and C60, three of the four buildings being deconstructed this summer.

Miller wore many hats at Kodak, but when he settled his family in Loveland in 1971, he was a calibration technician working in C13. He remembers Kodak as a great place to work, a company that valued its employees and their families.

"The mindset seemed to be, 'You do a good job, and we'll take care of you,'" Miller said, remembering the good pay and benefits, including lakeside company picnics, complete with games and activities for kids, offered by the company.

Miller had time in the Navy under his belt instead of a college degree when he came to Kodak in 1964, but he said that back then not having a degree didn't set you back in the job hunt as it does today. Miller had received relevant electronics training in the service and had a good work ethic, and that was good enough for Kodak.

"If you could perform and do things, they would give you a chance," he said.

Miller was serving as an industrial engineering technologist when the company downsized in 1991. A retirement program was offered to a group of employees who met certain qualifications, which included Miller, then 48 years old.

He took the offer, "an amazing retirement plan" that included vision and health insurance and one year's salary, among other things.

Miller still lives in Loveland, where his three daughters grew up, with his wife Becky, and can regale a listener with countless stories about his time at Kodak, from seeing the first product produced at the plant in 1971 — paper for printing black-and-white photos — go out the door of Building C13 to the company nutritionist who always saved him a slice of peanut butter pie.

Now, 20 years after his retirement, Miller says he wasn't surprised by Kodak's announcement two years ago that it would be consolidating its entertainment imaging and lithoplate manufacturing divisions to plants in Rochester and Columbus, Ga., respectively.

Miller also said that seeing a company like Kodak, to which so many people had an emotional connection, downsize so dramatically is sad, but "there's nothing you can do about it."

"I had a good career there, I was very happy," Miller said. "It was really a dream come true to come here."

— Molly Armbrister

"A lot of people relocated here, have a history with Kodak, and settled their families here."

Kelly Arnold,
Windsor town manager

near the Kodak plant in the Great Western Industrial Park off Eastman Parkway east of Windsor.

Johnson said that Windsor is a prime location for new business, since it sits in the middle of the triangle formed by Fort Collins, Loveland, and Greeley.

Johnson is also an example of how Kodak helped the community grow by moving employees to the area decades ago. Her father, Bud Miller, was one of the first 60 transfers from the Rochester plant to the KCD plant. Johnson was five weeks old when her family made the move, settling in Loveland.

Miller commuted to the plant in Windsor for 20 years until he retired in 1991, and he and his wife Becky still reside in Loveland. Johnson attended Colorado State University, and has recently moved to her position with the town of Windsor from the Northern Colorado Economic Development Corp.

In an effort to preserve the memory of what Kodak meant to the community when it was in full force, company artifacts have been given to the town of Windsor. According to Arnold, a model of the Kodak plant, as well as other historical items, will be kept at the Windsor Art and Heritage Center, 115 Fifth St.

Officials expect deconstruction of the buildings to be completed in August, and reseeding will take place in September.

And another chapter in Northern Colorado history will come to an end.



MILLER

KING SOOPERS, from 2

McGannon said King Soopers realizes grocery shoppers are increasingly looking for the kind of experience offered by Walmart SuperStores.

"Everybody knows the grocery market in Colorado is very competitive," she said. "King Soopers has to work hard every day to earn that shopper's dollar, and one-stop shopping is a way to establish brand loyalty with that consumer."

"Is that good for King Soopers? Of course," she added. "But it's really a win-win strategy for everyone."

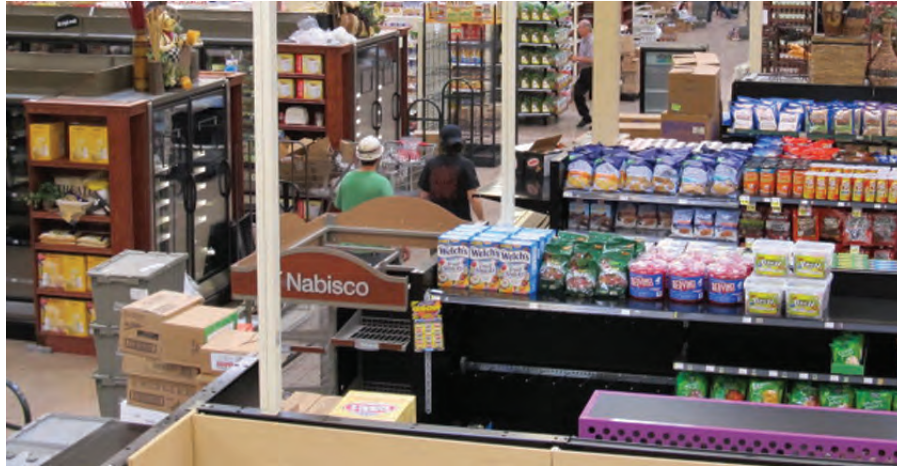
McGannon said the store's opening is providing jobs for 212 people, not counting those who worked to build it. "It's a great boost for the local economy," she said. "These are good jobs with good pay and benefits. They offer a fair wage, quality health-care benefits and a possible career."

McGannon noted that the current average length of service for a King Soopers/City Market employee is 17 years.

The new \$40 million King Soopers Marketplace store will also include a walk-in health-care clinic called The Little Clinic, the 14th Colorado location to be opened by a Brentwood, Tenn.-based company. The clinic will have two exam rooms, a private waiting area and an electronic kiosk for patient sign-in.

The Little Clinic is open seven days a week and no appointment is necessary. A list of accepted insurances is available at www.thelittleclinic.com.

The new King Soopers store is the fifth for Fort Collins. "The Fort Collins community has been fantastic for us, so



Steve Porter, Northern Colorado Business Report

FILLING UP – Store shelves in the new King Soopers Marketplace store were filling up rapidly just days before the store held its grand opening on June 1. The store, located at 1842 N. College, is one of the largest King Soopers in the state.

that made it an easy decision to make it the location of our second Marketplace store," McGannon said.

URA thriving

The North College Marketplace project was developed by Loveland Commercial LLC, headed by partners Eric Holsapple and Don Marostica. The developers were able to secure \$8 million in tax-increment financing in 2008 from the newly established North College Urban Renewal Authority.

The URA was created to help move development forward in the blighted area north of downtown Fort Collins. The URA has also helped finance other improvements in the area, including expansions of JAX Mercantile, Valley Steel and Wire, Kaufman and Robinson and a new building for the Rocky Mountain Innosphere.

URA funding is also pledged to help fund Union Place, a proposed 89-unit residential development just west of College Avenue that has infrastructure installed and is scheduled for completion by the end of 2012.

Business Association President Hoag said the additional tax value of the projects will help fund new infrastructure in the North College URA, including new sidewalks, utilities and other amenities.

"The value of (North College Marketplace) and other projects increases the tax base and we're able to put that money back in to improve the infrastructure up here," he said.

Hoag said he was pleased to see the project come to completion. "I'm happy to see King Soopers worked through these tough times to make it happen," he said. "I think once people see what a great project it is, more development is

It's a big one

The new King Soopers Marketplace store in the North College Marketplace, a 26-acre development at the northeast corner of North College Avenue and Willox Lane, is one of King Soopers' biggest Colorado stores:

- 123,000 total square feet
- 212 employees
- 509 parking spaces
- 9 checkout lines with cashiers
- 12 self-checkout stations
- 70 aisles
- 7 fuel pumps at the gas station

SOURCE: KROGER CORP.

going to happen and it will kick-start a lot of stuff."

One unknown is what impact the King Soopers Marketplace will have on the Albertson's grocery just across the street. The Bullfrog liquor store has already moved from next to the Albertson's to the Marketplace space.

Christine Wilcox, Albertson's spokeswoman, said the company does not "comment on competition or competitive openings," but noted that Albertson's has "no current plans to close any of our locations."

Hoag said he hopes both stores can co-exist. "There's always that concern when competition comes in," he said. "It's tough, because you want to see development but you don't want to see existing development hurt."

"I hope they can go on side by side and make it a competitive environment that works for everybody in the area."

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NAIDA SEIBEL

Coming Home: A Retrospective

May 27 - August 6, 2011

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PINE RIDGE, from 17

"I grew up in the same education system as most Americans," said David Bartecchi, executive director of Village Earth, based at Colorado State University's foothills campus. "I grew up thinking that a lot of the problems on the reservations were in the past. But the injustice still goes on."

Neil Kaufman, executive director of the National Center for Craftsmanship, wasn't sure what to expect when he forged a friendship with a Lakota holy man that ultimately led to the project that will start this month.

"Their willingness to reach out in spite of everything that has happened to them has been quite honestly surprising," Kaufman said.

Reclaiming land

Village Earth was born out of a conference at CSU in 1993 that was focused on how to get development aid to the poorest of the poor across the world. The organization doesn't do projects on its own but supports grassroots organizations already working in areas of need, including Peru, Cambodia and India.

Village Earth's involvement on the Pine Ridge reservation, located on about 2 million acres in the southwest corner of South Dakota, started in 2000 and has become the organization's longest-running project.

Bartecchi, who was working on his master's degree in anthropology at the time, was involved in a research project with the Lakota that revealed a host of problems stemming from complicated land use issues that started more than 100 years ago.

The Dawes Act of 1887 partitioned Native American tribal lands into 160-acre parcels. Every head of household got a parcel, and anything left over went to the government to lease out for various uses including farming, ranching and timber production.

If individual Native Americans wanted to use their land, they had to attend a competency trial. If they were ruled incompetent, the government leased their land out. If they were ruled competent, the land was subject to taxation.

The result: Much of the best land on Pine Ridge was either leased out to non-Native Americans or sold because families couldn't afford to pay the taxes, Bartecchi said.

Today 60 percent of Pine Ridge is being leased out by the Bureau of Indian Affairs, and 20 people control about 46 percent of the land base, according to

Village Earth's website. Although their lands have been in the federal leasing system for generations, more than 70 percent of families on the reservation would like to live on and utilize their allotted lands.

The aim of Village Earth's Lakota Lands Recovery Project is to support organizations whose goal is to help the Lakota people reclaim their land, govern themselves through systems they set up themselves and come up with viable ways to make a living on their land.

The organization has advocated on behalf of tribal land owners by holding training workshops and creating a manual that clears up misconceptions about land use issues and helps them locate their ancestral land.

"You can't just go there and say, 'Here is my tract of land,'" Bartecchi said. "It's much more complicated than that. Our goal is to lower the bar on accessing land. Every year we build more trust with the community."

Rebuilding the Lakota way

Building trust has also been instrumental for the National Center for Craftsmanship's project on Pine Ridge.

Kaufman, the center's executive director, was seeking healing treatments for various construction-related injuries when he met a Lakota holy man. They got to talking about the center, and the Fort Collins-based staff and volunteers with experience in the construction industry who teach and train others in craftsmanship.

The friendship continued over the next year and a half, culminating with the holy man's family asking Kaufman and his colleagues to help rebuild the family's historical ceremonial grounds near Porcupine, S.D., about nine miles north of Wounded Knee. The grounds are the site of one of 52 sundances on the reservation held each summer.

The center for craftsmanship estimates the project will cost between \$200,000 to \$300,000, and is raising the funds through both cash and in-kind donations of building materials.

For most of their deconstruction projects, Kaufman and others from the center train at-risk populations such as women from Larimer County Community Corrections.

"We are educators. We teach them how to use tools and what it takes to be on a construction site," Kaufman said. "It gives them skills to become self-sufficient."

At Pine Ridge, he and his colleagues will train tribe members to deconstruct the amphitheater-type structure and rebuild it. A new cook shack and a facility with toilets, sinks and showers will also be part of the rebuilt ceremonial grounds.

"Recruiting people to be involved will not be a problem," Kaufman said. "When we show up the first weekend of June, I expect we will have 20 to 30 people waiting for us."

The challenge for the center for craftsmanship will be doing the project differently than they're used to.

"The hard part was getting them to say, 'Yes, come do this.' Once they did, they made it clear to us that this would be done the Lakota way," Kaufman said.

What that means will be revealed along the way. Kaufman explained that at any given time, work could be interrupted for prayer or for a special meal.

"There's a mystery component to this," he said. "Most constructors are not comfortable with this method. But we feel good about what we're doing."

MID-YEAR ECONOMIC UPDATE

July 21, 2011, 7:30 a.m. – 9:30 a.m.
Embassy Suites – Loveland

Content:

- What the economic indicators are saying?
- Is the recession over?
- When will unemployment numbers go down?
- Will home sales and prices recover in the next year?
- Is the construction industry building again?
- What are the implications for Northern Colorado?

Format:

Panel of regional economists moderated by an expert in economic and business development

Who needs to be at this informational event?

All business owners, managers and consultants responsible for or involved in strategic planning for their companies and clients.

- Company CEO's, CFO's and COO's
- Small business owners
- Company controllers
- Accounting managers
- Human resource managers
- Tax accountants

Cost:

\$32 per person

light continental breakfast

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Largest Surveyors

Ranked by number of licensed surveyors.

RANK	PREV RANK	COMPANY NAME ADDRESS CITY, STATE ZIP CODE	PHONE FAX CORPORATE WEBSITE	LICENSED SURVEYORS EMPLOYEES-LOCAL	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	KING SURVEYORS INC. 650 E. Garden Drive Windsor, CO 80550	970-686-5011 970-686-5821 www.kingsurveyors.com	4 15	Bob Wesnitzer - President Larry Pepeck - Vice president 1985
2	6	BASELINE CORP. 710 11th Ave., No. 105 Greeley, CO 80631	970-353-7600 970-353-7601 www.baselinecorp.com	2 20	John McLain, PE - Owner 1998
3	5	LANDMARK ENGINEERING LTD. 3521 W. Eisenhower Blvd. Loveland, CO 80537	970-667-6286 970-667-6298 www.landmarkltd.com	2 15	Kenneth Merritt - Senior vice president, RLA Jeff Olhausen - President, Owner 1969
4	2	NORTHERN ENGINEERING SERVICES 200 S. College Ave., Suite 100 Fort Collins, CO 80524	970-221-4158 970-221-4159 www.northernengineering.com	2 13	George Schock - President Bud Curtiss - Vice president 1987
5	7	LAMP, RYNEARSON & ASSOCIATES 4715 Innovation Drive Fort Collins, CO 80525	970-226-0342 970-226-0879 www.lra-inc.com	2 10	Frank Kohl - Principal 1959
6	3	STEWART & ASSOCIATES INC. 103 S. Meldrum St. Fort Collins, CO 80521	970-482-9331 970-482-9382 N/A	2 3	Jerry Robinson - Vice president Jay Robinson - President 1958
7	8	TAIT & ASSOCIATES INC. 6163 E. County Road 16 Loveland, CO 80537	970-613-1447 970-613-1897 www.tait.com	1 7	Tracy Letzring - PE, LEED AP, CDP, VP Tim Wind - Regional manager 1964
8	NR	WASHBURN LAND SURVEYING N/A Fort Collins, CO 80528	970-232-9645 N/A www.washburnsurveying.com	1 3	Chad Washburn - Principal 2010

N/A-Not Available.
NR-Not Previously Ranked.
Ranked first by no. of licensed surveyors, then employees.
Ayres Associates did not respond in time to be included on this list.

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

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Largest Municipalities

Ranked by population estimate

RANK	PREV RANK	MUNICIPALITY ADDRESS	POPULATION PROJECTED 2011 POPULATION 2010	SQUARE MILES EMPLOYEES	PROJECTED EXPENDITURES 2011 EXPENDITURES 2010	MEDIAN AGE OF RESIDENTS RATIO OF RESIDENTS TO SWORN POLICE	MEDIAN PRICE SINGLE-FAMILY HOME 2010 MEDIAN PRICE SINGLE-FAMILY HOME 2009	E-MAIL WEB SITE	MAYOR YEAR FOUNDED
1	1	CITY OF FORT COLLINS 300 Laporte Ave. Fort Collins, CO 80522 970-221-6505	144,875 140,600	55.58 1,142	\$352,000,000 \$344,500,000	27.9 1000:1.21	\$232,000 \$226,000	cityinfo@fcgov.com www.fcgov.com	Karen Weinkunat 1873
2	2	CITY OF GREELEY 1000 10th St. Greeley, CO 80631 970-350-9770	93,382 93,432	46.4 837	\$178,273,757 \$170,188,692	28.5 358:1	\$132,250 \$165,223	betsy.holder@greeleygov.com www.greeleygov.com	Tom Norton 1886
3	3	CITY OF LOVELAND 500 E. Third St., Suite 330 Loveland, CO 80537 970-962-2000	67,455 66,588	35.49 1,021	\$187,244,500 \$197,260,237	36.5 1000:1.38	\$215,000 \$205,000	lvld@ci.loveland.co.us www.cityofloveland.org	Cecil A. Gutierrez 1877
4	4	CITY OF BRIGHTON 22 S. Fourth Ave. Brighton, CO 80601 303-655-2042	33,500 33,352	22 246	\$59,280,724 \$72,613,068	32.8 667:1	\$250,296 \$250,000	info@brightonco.gov www.brightonco.gov	Richard N. McLean 1876
5	7	TOWN OF ERIE 645 Holbrook St. Erie, CO 80516 303-926-2710	19,000 18,500	18 250	\$32,625,300 \$31,567,500	32.5 950:1	\$317,500 \$315,000	fdiehl@erieco.gov www.erieco.gov	Joseph A. Wilson 1874
6	5	TOWN OF WINDSOR 301 Walnut St. Windsor, CO 80550 970-686-7476	19,000 19,768	25 92	\$30,862,130 \$33,008,123	32.7 1000:1	\$256,096 \$256,096	karnold@windsorgov.com www.windsorgov.com	John Vazquez 1890
7	9	TOWN OF FREDERICK 401 Locust St. Frederick, CO 80530 720-382-5500	9,113 8,679	13.6 48	\$4,550,090 \$3,822,359	32.5 1000:2.07	\$219,900 \$215,720	dtodd@frederickco.gov www.frederickco.gov	Eric Doering 1907
8	8	TOWN OF JOHNSTOWN 450 S. Parish Ave. Johnstown, CO 80534 970-587-4664	9,000 10,000	13.5 34	\$11,187,000 \$11,500,000	31 N/A	N/A \$225,000	dseele@townofjohnstown.com www.townofjohnstown.com	Mark Romanowski 1902
9	10	TOWN OF ESTES PARK 170 MacGregor Ave. Estes Park, CO 80517 970-586-5331	6,683 6,555	6 116	\$33,799,697 \$34,957,814	48 393:1	\$315,000 \$300,000	jhalburnt@estes.org www.estesnet.com	William Pinkham 1917
10	NR	TOWN OF WELLINGTON 3735 Cleveland Ave. Wellington, CO 80549 970-568-3381	6,200 6,200	1.8 24	\$22,233,868 N/A	29.7 N/A	N/A N/A	sullivcj@co.larimer.co.us www.townofwellington.com	Travis Vieira 1905
11	11	TOWN OF MILLIKEN 1101 Broad St. Milliken, CO 80543 970-587-4331	6,000 6,300	12 26	\$3,632,579 \$2,527,252	27.8 667:1	\$140,000 \$160,000	cpowell@town.milliken.co.us www.millikenco.gov	L. Jane Lichtfuss 1910
12	12	TOWN OF BERTHOUD 328 Massachusetts Ave. Berthoud, CO 80513 970-532-2643	5,400 5,300	N/A 30	\$2,661,566 \$2,681,584	35.5 1000:1.64	\$215,000 \$205,000	mcowdin@berthoud.org www.berthoud.org	Tom Patterson 1888
13	13	TOWN OF EATON 223 First St. Eaton, CO 80615 970-454-3338	4,500 4,365	N/A 20	\$4,426,847 \$4,385,000	N/A N/A	N/A \$192,244	townofeaton@eatonco.org www.eatonco.org	Scott Moser 1892


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

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



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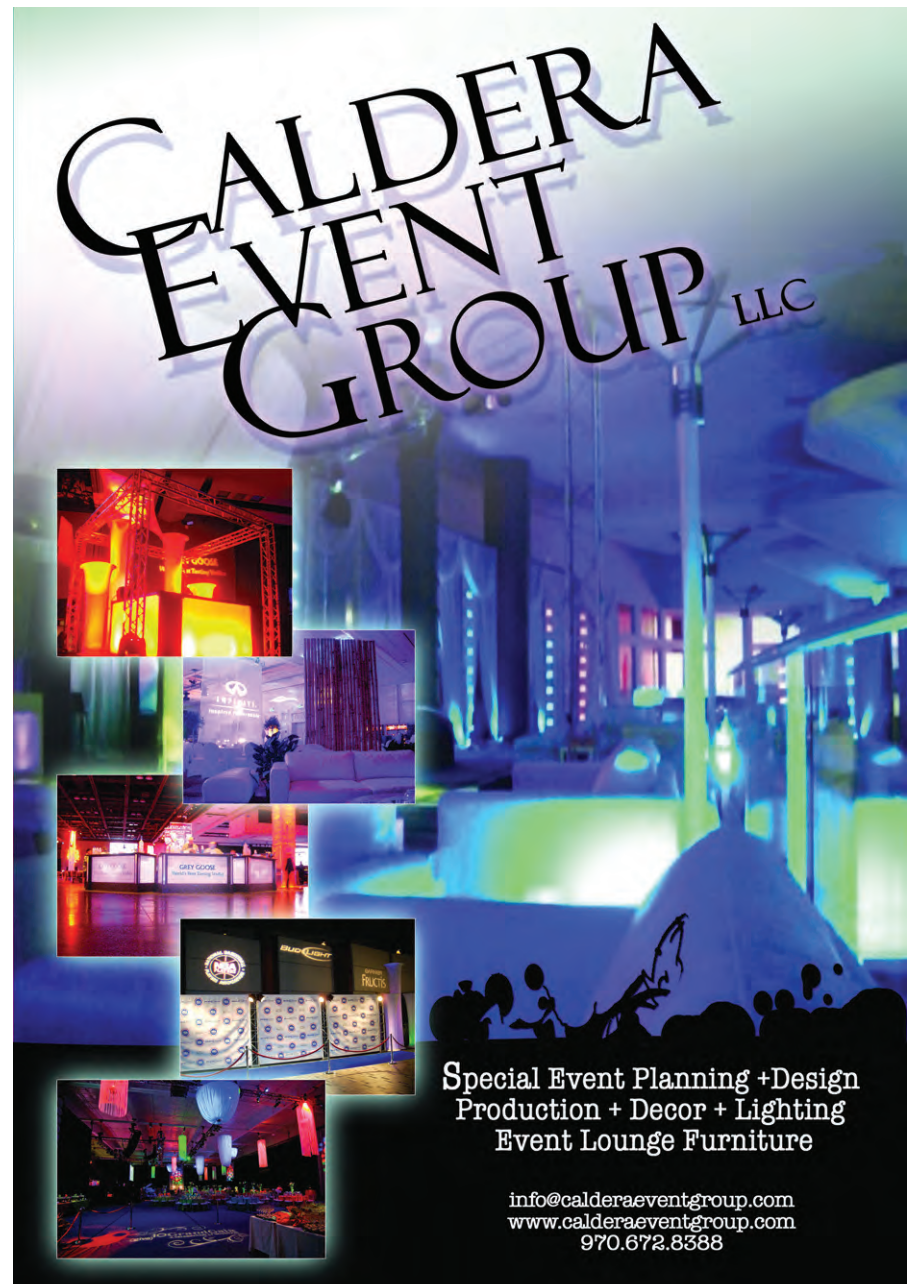
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Weld County gets pumped over natural gas vehicles

CNG pumps could be open to public by end of this year

With more than 17,000 active wells, Weld County runs on natural gas. Now, county officials and energy companies are hoping to fuel thousands of vehicles with compressed natural gas.



GREEN BUSINESS
Joshua Zaffos

Officials are revving up the Weld County Smart Energy initiative this summer, with plans to establish the first public CNG stations along the northern Front Range by the end of the year. Long-term goals for the public-private partnership include building 25 natural-gas filling stations and getting 10,000 natural-gas vehicles on the road in Weld County.

County commissioner Barbara Kirkmeyer said the program is “win-win-win” for Weld — and other gas-rich parts of the state — to reduce air pollution and carbon emissions, lead the transition away from gasoline-powered cars and



Courtesy Weld County Public Works

STEP ON THE NATURAL GAS – Vehicles converted to run on compressed natural gas like the one shown here will be able to fill up throughout Weld County – and more funding will be available for such conversions – under a \$5 million grant program now under way.

trucks, and support a booming, local industry.

But building a natural-gas vehicle infrastructure does raise some issues. Despite its regional and national abundance, natural gas, like petroleum, is a fossil fuel that requires heavy drilling and processing. Extraction practices using hydraulic fracturing continue to draw opposition from some who think the risks outweigh the relatively clean fuel properties of natural gas.

Not to mention, natural-gas vehicles aren't exactly common on the road. As the Smart Energy program gets in gear, partners will have to answer the question: If you build it, will they pump?

Developing technology

Natural-gas vehicle technology has steadily developed in the last decade. In the United States, there are an estimated 120,000 equipped vehicles, many that are considered “bi-fuel” that can run on gasoline or natural gas, and 1,100 fuel-

ing stations. Much of that infrastructure is government operated, serving buses and fleet vehicles, but otherwise not available for public use.

The numbers are a drop in the bucket when compared with the total number of American cars and gas pumps, and there isn't a single natural-gas station open to the public between Denver and Cheyenne.

That Weld County was a natural-gas vehicle fueling desert didn't make sense

See **GREEN BUSINESS, 26**

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Building accessible future with new ADA standards

Twenty years after the Americans with Disabilities Act was signed into law, significant changes are being made to build an accessible future for the more than 54 million Americans with disabilities.

On Sept. 15, 2010, the Department of Justice adopted revised ADA regulations, which include the 2010 ADA Standards for Accessible Design. When the 2010 ADA Standards go into effect on March 15, 2012, they will set new minimum requirements — both scoping and technical — for new construction and alterations of the facilities of more than 80,000 state and local governments and more than 7 million businesses.

Until the 2012 compliance date, entities have the option to use the revised standards to plan current and future projects so that their buildings and facilities are accessible.

Title II entities — state and local governments — must comply with the 2010 ADA Standards if physical construction or alterations commence on or after March 15, 2012. New construction and alterations for Title III entities

— privately owned places of accommodation such as restaurants, hotels, hospitals, stores, factories and warehouses — must comply with the 2010 ADA Standards if the date when the last application for a building permit or permit extension is on or after March 15, 2012, or if no permit is required, if the start of physical construction or alterations occurs on or after March 15, 2012.

Additional provisions

These revised standards are closely based on the ICC/ANSI A117.1-2003 and the updated ADA and Architectural Barriers Act Accessibility Guidelines (2004) published by the U.S. Access Board, but the DOJ's regulations implement additional provisions concerning:

- **Social Service Center Establishments** — access to beds and roll-in showers.
- **Housing at Places of Education** — application of provisions for transient lodging and for residential facilities, and kitchen access and accessible circulation within units.
- **Assembly Areas** — additional criteria for the location and dispersion of wheelchair spaces and companion seats in assembly areas, including stadium-style movie theaters.
- **Medical Care Facilities** — dispersion of accessible patient bedrooms.
- **Residential Dwelling Units** — coverage of dwelling units designed,



GUEST COLUMN
Rob Gilkerson

Webinar on new ADA standards

On Thursday, June 23, the Rocky Mountain ADA Center is hosting a webinar on "Building an Accessible Future," from 10 a.m. to noon, Mountain Time. It will explain changes to the 2010 ADA Standards as well as practical strategies to ensure compliance for building projects.

The cost to participate is \$50 per phone line; *Business Report* readers can receive a 15 percent discount at registration by using the promo code NCBR15. The last day to register is June 21.

For more information on publications from ADA also available at a discount with the promo code and to register for the webinar, go to <http://adainformation.org>, or call 800-949-4232.

constructed, or altered by state and local governments for sale to individuals.

■ **Detention and Correctional Facilities** — enhanced scoping (3 percent) for accessible cells, dispersion and coverage of altered cells.

■ **Places of Lodging** — application of scoping provisions to sites with multiple facilities, alterations and exclusion of residential-only units.

The new regulations are complex and must be carefully reviewed prior to

undertaking any significant design, renovation or construction. A failure to comply could lead to substantial expense in the form of avoidable rebuilds, or lawsuits and civil penalties to the business.

The DBTAC Rocky Mountain ADA Center is a valuable resource for architects, contractors, local government service providers, small business owners and others as they navigate through the revised standards. The website, www.adainformation.org/buildingprofessionals, is a portal to all things related to the 2010 Standards. Here you will find downloads, links to other websites, videos, information about upcoming in-person and online trainings, and more.

The Rocky Mountain ADA Center is operated by Meeting the Challenge Inc. and provides information, materials and training available to individuals and organizations with rights and responsibilities under the ADA. The Rocky Mountain ADA Center serves a six-state region including Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming.

Rob Gilkerson is Architectural Information Specialist for the DBTAC Rocky Mountain ADA Center. To contact the center directly, e-mail adainfo@adainformation.org or call 800-949-4232.

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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	NO. PES NO. EIS TOTAL EMPLOYEES 2011	REVENUES 2010 REVENUES 2009	TYPE OF ENGINEERING	NOTABLE PROJECTS	HEADQUARTERS E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	AYRES ASSOCIATES 3665 JFK Parkway, Bldg. 2, Suite 200 Fort Collins, CO 80525 970-223-5556/970-223-5578	25 2 40	\$7,000,000 \$7,700,000	Civil engineering, water resources engineering.	Platte River channel geomorphology and in-channel vegetation monitoring, Nevada Department of Transportation statewide bridge scour evaluations	Fort Collins quastt@ayresassociates.com www.ayresassociates.com	Jim Schall Vice president 1967
2	7	NATURAL RESOURCES CONSULTING ENGINEERS 131 Lincoln Ave., Suite 300 Fort Collins, CO 80524 970-224-1851/970-224-1885	17 15 25	N/A N/A	Environmental.	ACOMA Wastewater Design, Wind River Irrigation Project	Fort Collins office@nrce.com www.nrce.com	Woldezion Mesghinna President 1989
3	2	K L & A INC. 421 E. Fourth St. Loveland, CO 80537 970-667-2426/970-667-2493	17 10 32	\$3,500,000 \$9,100,000	Structural.	National Renewable Energy Laboratories Research Support Facilities Building, TAXI Z, Denver School for Science and Technology	Golden drutledge@klaa.com www.klaa.com	M. Douglas Rutledge COO 1994
4	4	ESC ENGINEERING 3540 JFK Parkway Fort Collins, CO 80525 970-224-9100/970-224-9137	14 7 75	\$10,600,000 \$12,050,000	Electrical power, planning, controls, automation and integration, GIS for utilities, municipals, and industry.	Numerous transmission lines in Colorado and Texas; utility substations in Wyoming, Colorado, and Texas	Fort Collins info@thinkesc.com www.thinkesc.com	Kevin P. Hartig President 1978
5	3	THE ENGINEERING CO. 2310 E. Prospect Road, Suite B Fort Collins, CO 80525 970-484-7477/970-484-7488	13 0 21	\$3,200,000 \$3,300,000	Consulting civil engineers, water, wastewater, stormwater, GIS, master planning, construction management; utility rate studies.	ARRA water projects for Lamar, LaJunta and Florence, wastewater treatment improvements for Windsor, water and wastewater treatment plants for Nederland	Fort Collins bzick@tec-enrgs.com www.tec-enrgs.com	Brian Zick President 1985
6	11	AE ASSOCIATES INC. 5587 W. 19th St. Greeley, CO 80634 970-330-5587/970-330-3040	12 N/A 23	N/A N/A	Mechanical and engineering, energy modeling, energy audits, energy rebate assistance, indoor air quality, commissioning and building automation system controls.	Majestic Star Casino, Pittsburgh; Ameristar Casino, Kansas City; Ameristar Casino, Black Hawk; Water Valley Good Samaritan Senior Resort, Windsor	Greeley contact@aessociates.net www.aessociates.net	Greg Martino President 1976
7	5	ANDERSON CONSULTING ENGINEERS INC. 375 E. Horsetooth Road, Bldg. 5 Fort Collins, CO 80525 970-226-0120/970-226-0121	12 2 22	\$3,836,824 \$3,556,460	Water resources, river restoration, irrigation and drainage, mining, environmental.	Colorado digital flood-insurance rate map project, City of Fort Collins Canal Importation Detention Ponds project	Fort Collins baanderson@acewater.com www.acewater.com	Bradley A. Anderson Gregory J. Koch President Vice president 1998
8	6	STANTEC CONSULTING SERVICES INC. 2950 E. Harmony Road, Suite 290 Fort Collins, CO 80528 970-482-5922/970-482-6368	9 N/A 10,374	\$1,575,500,000 \$1,520,000,000	Professional design and consulting services in planning, engineering, architecture, surveying and project management.	North College westside sanitary sewer improvements, Sheely subdivision utility replacement project, Laporte Ave. water transmission system master plan	Edmonton, Alberta, Canada ken.matthews@stantec.com www.stantec.com	Ken Matthews Tracy Anderson Principal 1954
9	12	EXPONENTIAL ENGINEERING CO. 328 Airpark Drive Fort Collins, CO 80524 970-207-9648/970-207-9657	8 5 25	\$4,100,000 \$3,110,000	Consulting, electrical engineering.	Xcel Energy - multiple plants, Navajo Tribal Utility Authority	Fort Collins support@exponentialengineering.com www.exponentialengineering.com	Thomas A. Ghidossi President 1993
10	10	CTL THOMPSON INC. 351 Linden St., Suite 140 Fort Collins, CO 80524 970-206-9455/970-206-9441	6 3 29	\$3,006,000 \$3,311,000	Geotechnical, environmental, materials and structural engineering.	Crow Lane Dam, Harmony Road and College Ave. improvements, Fort Collins Police station, Peetz Wind Farm	Denver info@ctlthompson.com www.ctlit.com	R.B. "Chip" Leadbetter Fort Collins Division manager 1977
11	9	TERRACON CONSULTANTS INC. 301 N. Howes St. Fort Collins, CO 80521 970-484-0359/970-484-0454	6 1 19	N/A N/A	Geotechnical, environmental, construction materials testing, natural resources management.	Colorado State University - Engineering II, Lory Student Center, International House; Various OPS Remediation Projects; Pierce Wastewater Treatment Facility	Olathe, Kansas jcraves@terracon.com www.terracon.com	Douglas J. Jobe Division manager/Vice president 1965
12	NR	LIDSTONE & ASSOCIATES INC. 4025 Automation Way, Bldg. E Fort Collins, CO 80525 970-223-4705/970-223-4706	6 0 20	N/A N/A	Water resources, civil and geological engineering.	Rogue River Restoration Project, Oregon; Town of Baggs, Wyoming wafer and sewer infrastructure improvements	Fort Collins cdl@lidstone.com www.lidstone.com	Chris Lidstone President 1986
13	16	BASILINE CORP. 710 11th Ave., No. 105 Greeley, CO 80631 970-353-7600/970-353-7601	5 3 20	\$2,100,000 \$1,800,000	Traditional civil engineering, surveying, planning, water and wastewater treatment.	Red Cliff Wastewater Treatment Plant, Squaw Pass Road, NREL Campus access design	Golden bec@baselinecorp.com www.baselinecorp.com	John McLain, PE Owner 1998
14	8	INTERSTATES CONSTRUCTION SERVICES INC. 2636 Midpoint Drive Fort Collins, CO 80525 970-221-1776/970-221-3652	5 2 48	\$8,000,000 \$9,482,000	In-house, single source engineering, electrical construction, instrumentation, and control systems services.	New Belgium Brewery tank farm, Arch Flash study for New Belgium, Advance Energy expansion, High Plains Wind farm O&M	Sioux Center, IA doug.coltharp@interstates.com www.interstates.com	Doug Coltharp Regional manager 1953
15	23	INTERWEST CONSULTING GROUP 1218 W. Ash St., Unit C Windsor, CO 80550 970-674-3300/970-674-3303	5 0 10	N/A N/A	Site civil and transportation engineering.	US 34/Madison continuous flow intersection, Harmony/Shields, College/Harmony, College/Wilcox, Eastman Park Drive RAB	Boulder ralm@interwestgrp.com www.interwestgrp.com	Terry Rodrigue President 2002
16	17	COLORADO CIVIL GROUP INC. 1413 W. 29th St. Loveland, CO 80538 970-278-0029/N/A	5 0 5	\$628,000 \$874,000	Civil consulting.	Town of Firestone engineer	Loveland mjacobson@ccginc.us www.ccginc.us	David B. Lindsay, P.E. President 2007
17	NR	S.A. TECHNOLOGY 3985 S. Lincoln St., Suite 100 Loveland, CO 80537 970-663-1431/970-663-5898	4 N/A 120	\$28,841,178 \$16,615,903	Manufacturing.	Reactor decommissioning, robotics for hazardous industries	N/A info@satechnology.com www.satechnology.com	Brian Dyck President and COO 1992
18	15	LANDMARK ENGINEERING LTD. 3521 W. Eisenhower Blvd. Loveland, CO 80537 970-667-6286/970-667-6298	4 N/A 15	\$2,000,000 \$2,800,000	Civil and structural engineering, geotechnical engineering, surveying, land use planning, site design, and landscape architecture.	Loveland Visitor's Center, Fort Logan National Cemetery, Lakeview PUD, Mariana Butte PUD, Group Publishing, Harvest Pointe Senior Housing	Loveland mail@landmarkltd.com www.landmarkltd.com	Kenneth Merritt Jeff Olhausen Senior vice president, P.L.A. President, Owner 1969
19	NR	VEI GLOBAL INC 7791 Highland Meadows Parkway Windsor, CO 80528 970-224-7377/970-224-7378	4 6 25	\$4,000,000 \$4,000,000	Industrial mechanical, structural and electrical.	Sugar and ethanol industry new facility construction and upgrades	Fargo, ND jlund@veiglobal.com www.veiglobal.com	Jeff Lund President 1998
20	24	J-U-B ENGINEERS INC. 3538 JFK Parkway, Suite 1 Fort Collins, CO 80525 970-377-3602/970-377-3935	4 1 6	\$40,290,000 \$44,300,000	Civil.	N/A	Boise, Idaho jtemple@jub.com www.jub.com	Jeff Temple Area manager 1955
21	NR	DRESSER-RAND ENGINUITY 4700 McMurry Ave., Suite 101 Fort Collins, CO 80525 970-224-0170/970-224-0171	4 0 35	N/A N/A	Controls and environmental engineering, natural gas driven engines.	N/A	Houston kdavies@dresser-rand.com www.dresser-rand.com	Jay Holden Kevin Davies General manager Operations manager 1996
22	NR	COLORADO ENGINEERING EXPERIMENT STATION INC. 54043 Weld County Road 37 Nunn, CO 80648 970-897-2111/970-897-2710	3 N/A 45	N/A N/A	Consulting.	N/A	N/A ceesi@ceesi.com www.ceesi.com	Steve Caldwell CEO 1965
23	14	NORTHERN ENGINEERING SERVICES 200 S. College Ave., Suite 100 Fort Collins, CO 80524 970-221-4158/970-221-4159	3 N/A 13	N/A N/A	Civil engineering and land surveying.	Fossil Lake Ranch in Fort Collins, Highlands Meadows Golf Course in Windsor, Centerra Marketplace, Bethke Elementary School, Timnath	Fort Collins info@northernengineering.com www.northernengineering.com	George Schock Bud Curtiss President Vice president 1987
24	18	AQUA ENGINEERING INC. 4803 Innovation Drive Fort Collins, CO 80525 970-229-9668/970-226-3855	3 5 14	N/A N/A	Irrigation engineering for landscapes and agriculture; water conservation analysis for outdoor water use.	Water conservation analysis for Denver water; Denver Botanic Gardens irrigation system renovation; various irrigation projects for CSU, CU Boulder, UNC and Colorado College.	Fort Collins beccard@quaenr.com www.aquaengineering.com	Robert Beccard Darren Salvador Douglas Macdonald Elaine Bustos President Vice president Vice president Vice president, COO 1975
25	NR	STEWART ENVIRONMENTAL CONSULTANTS LLC 3801 Automation Way, Suite 200 Fort Collins, CO 80525 970-226-5500/970-226-4946	3 3 30	\$2,414,946 \$2,303,315	Environmental.	Commercialization of BiO2 algae wastewater treatment process, development of produced water projects, industrial filtration projects for mining, metals and algae	Fort Collins info@stewartenv.com www.stewartenv.com	David R. Stewart President 1985

Area surveyed includes Weld and Larimer counties and the city of Brighton.
N/A-Not Available.
NR-Not Previously Ranked.
Ⓢ Figure in Canadian Dollars.

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

GREEN BUSINESS, from 23

to Kirkmeyer. (The county has a government-fleet-only CNG pump at its public works office.) There are more gas wells in Weld than anywhere else in the state, but it felt like the county and the industry were missing opportunities.

A few years ago, Kirkmeyer approached officials from Encana, Anadarko, and Noble Energy, which all operate wells in Weld County, about new arenas for promoting natural gas. The partners came up with the Smart Energy program.

Besides the economic benefits, the program is also set to deliver significant environmental advantages. Compressed natural gas is much more efficient and cleaner than gasoline or diesel, reducing

vehicle carbon dioxide emissions by 25 percent, nitrous oxide emissions by up to 60 percent, and carbon monoxide releases by over 90 percent. Converting a heavy-duty truck to run on CNG instead of diesel is equivalent to removing 325 cars from the highways, according to county officials.

The pollution reduction from the program should improve air quality over time, an especially big deal along the northern Front Range, which the U.S. Environmental Protection Agency designated an ozone non-attainment area in 2007. The expected impacts have helped Weld County Smart Energy win \$5 million in grants from the federal Congestion Mitigation and Air Quality Improvement program, the North Front Range Metropolitan Planning Organization, and the Denver Regional

“Weld County is the leader for doing this.”

Janet Carter,
Traffic engineer,
Weld County

Council of Governments. Industry partners have put up matching funds.

Public pumps open by end of year

A chunk of the money will go to build public pumps, likely at existing gas stations, with proposed sites in Fort Lupton, Windsor and Evans, among other towns. Weld County traffic engineer Janet Carter said two or three natural-gas stations should be open for business or under construction by the end of the year. Regionally, the first public CNG pumps in Wyoming will open this summer in Riverton.

Some of the grants will also go toward county fleet conversion, and Carter said the program could eventually share funds to convert local towns and school districts' vehicles, too. Weld County has committed to converting 50 vehicles over the next six years, and the energy companies will take similar action over the next decade or so. The county is also undertaking a public-education program to increase awareness, and has included Aims Community College in the Smart Energy partnership to design a curriculum for natural-gas vehicle technicians.

“We’re on the forefront. Weld County is the leader for doing this,” Carter said. “The state is modeling off Weld to promote similar steps on the Western Slope.”

But not everyone in Colorado is interested in encouraging more natural-gas development. As production has exploded in the state over the past decade, the gas industry has faced tougher scrutiny over extraction practices that use a mix of injected chemicals in a process called hydraulic fracturing — fracking — to recover the resources.

Kirkmeyer and other county and industry officials insist fracking is safe, but critics point to the increased number of methane-contaminated water wells and environmental illnesses occurring in gas-drilling regions as evidence that the industry is contributing to an environmental and public-health catastrophe. A recent study from Cornell University researchers concludes that gas produced through fracking actually emits more carbon dioxide than burning coal.

And, while the fuel-efficiency benefits of natural-gas vehicles are impressive, converting a car to run on natural gas can cost upward of \$10,000, not a cheap undertaking, although state rebates and federal incentives have helped reduce costs in the past. Gas companies expect to make back the cost of converting a truck to bi-fuel over about three years, but families might not expect to spend as much time in a car.

Kirkmeyer has promoted natural gas as “the” alternative fuel during presentations, and there’s good reason for county officials to get behind the idea. Energy companies already inject more than \$48 million in taxes into the county economy and provide 2,200 local jobs. Smart Energy will expand transportation options and play a role in regional air-quality improvement.

But whether drivers can be converted, so to speak, to natural-gas vehicles remains to be seen.

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



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GEEK CHIC, from 9

that our cellular networks are coming under tremendous strain due to the explosion in smartphone usage. In fact, at the current rate of mobile computing growth, it is estimated that the current wireless network infrastructure will only be viable for about two more years. At that point it could begin breaking down and our smartphones will only be good as, well, phones. For some, I suppose, that would be the end of the world. Maybe the Mayans had it right — the article I was reading was written in 2010; two years from its publication would be 2012!

Data-geddon aside, in recent years, mobile usage has grown at an astronomical rate. In a study released in June 2010 by the research firm iSuppli Corp smartphone shipments are expected to increase 105 percent to 506 million units worldwide by 2014 — 246.9 million were shipped in 2010. The FCC released a whitepaper in October 2010 in which they estimate that domestic wireless data usage will be 35 times higher in 2014 than it was in 2009.

We've become a "mobile" culture. The things we dreamt about being able to do with our phones just a few years ago are not just the reality of today, they are, in most instances, commonplace. From checking email and browsing the Web, to streaming videos and viewing real-time GPS generated maps, many people find their day-to-day functionality is tied to and through their smartphone.

But there is an associated cost to that consumption, and it is bandwidth. For example, a single streaming video can take up as much bandwidth as 100 phone calls; multiply that by the 200 million views a day by mobile devices that YouTube claimed earlier this year and numbers start to get scary big.

Keeping bandwidth available

So what is the solution? How do we satiate our hunger for mobile data usage without rendering the wireless spectrum useless?

The first, and most obvious, is that we do nothing. Stick with the status quo and see what happens. The switch to 4G networks will open the spectrum up some, but it will be a temporary fix, buying us a year or two before a better solution needs to be implemented.

In the meantime, however, we will begin to have what experts are calling, for a lack of better terminology, a "crappy user experience," i.e., slower download speeds, connectivity issues, dropped calls and service blackouts.

To reduce the number of CUEs, providers will most likely begin to raise

rates and fees associated with bandwidth usage. It's the crack dealer's business model—get em hooked with the low rates and free services, then start charging em. When it comes to bandwidth, however, this model is based more on necessity than corporate greed.

Some providers have already begun excluding certain forms of data transfer from their networks, instead leveraging most smartphones' Wi-Fi capabilities and diverting traffic for video and audio streaming, and in some cases Web browsing, to a broadband Internet connection. But again, these are just Band-Aid fixes.

A more promising solution is the integration and use of femtocells — small, cellular base stations, not unlike the wireless router in your home or office. Femtocells are basically an access point that connects mobile devices to a carrier via an existing broadband Internet connection. Originally designed for use in areas where cellular coverage is weak or non-existent, femtocells behave like miniature cellular towers, broadcasting a low-power cellular signal that phones within typically 100 to 150 feet can receive.

Apart from the major benefit of reducing wireless spectrum usage, users

within range of the femtocell will experience almost perfect "five-bar" connectivity on calls and lower battery drain on phones. This is great news if you are trying to ditch that land-line for good; hook up a femtocell and you'll experience crystal-clear calls, even in the deepest, darkest depths of your basement.

And if you change your location while on the call, your phone will automatically switch over to a cellular network once you are out of range of the femtocell. The strain of data usage on the cellular network is reduced, because the connection is now running through broadband connection (which it should be already if you are at home or the office — c'mon people, enable Wi-Fi connectivity on your phone and save the spectrum).

At the time of this writing, AT&T, Sprint and Verizon all offer residential femtocells and T-Mobile has announced that it will introduce a femtocell sometime this year. Pricing and service rates vary for each carrier, but they are all within the realm of affordable.

Commercial-sized femtocells, those that would allow connection in public places, are starting to appear in Europe, but nothing of scale domestically. Yet.

Until next time: Cogito. Lego. Diligo.

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

"We will begin to have what experts are calling, for a lack of better terminology, a 'crappy user experience.'"

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"There's a right way, and a wrong way, to become engaged."

BBB, from 9

Most respondents said they spend one to two hours daily on social media sites.

A personal connection to a company is the most likely reason a customer or fan "friends," "likes" or follows an organization, according to our survey. Information regarding events and promotions is the primary reason social-media users follow a business. Sixty-five percent believe advice in the form of reviews and recommendations is somewhat important as well.

Let's take a global view:

- Facebook has more than 500 million active users who collectively spend 700 billion minutes per month on

Facebook. The fastest growing demographic on Facebook is those 35 and older.

- Twitter gets 370,000 new signups daily and the 175 million registered users collectively tweet 95 million times a day.

- LinkedIn now has more than 100 million members in more than 200 million countries and territories. In addition, there are more than 1 million businesses with LinkedIn company pages.

- More than 13 million hours of video was uploaded to YouTube in 2010 and 35 hours of video are uploaded every minute.

- Seventy-seven percent of Internet users read blogs, 14 percent of which are corporate blogs.

Right way to engage

It's the smart business owner who understands that engaging in social media must be a part of his or her business plan. But as with all components of doing business, there's a right way, and a wrong way, to become engaged.

- **Build trust.** Good business is no longer just about the bottom line. It's about building relationships. It's about listening and then responding to customers who compliment or complain about your business real time as well as in tweets, on Facebook, even YouTube.

- **Let customers see your personality — yours and your company's.** Remember, it doesn't have to be all about business. For example, go ahead and tweet that you're hitting the links for a local benefit golf tournament, check-in at a business seminar, or offer a giveaway on Facebook.

- **Tell the truth.** Trustworthy businesses always tell the truth. They don't promise more than they can deliver, they don't adorn the facts to make themselves stand out among the competition, and they admit when they've made mistakes.

- **Strive for two-way conversations.** It's no longer all about you. Respond when customers tweet about you, leave a comment on Facebook, or comment at the end of your blog. Share links to news stories or videos and add a personal comment. Post photos from your company's community volunteer efforts. Consider writing a blog post about a fun aspect of your job or a new product or service and always end with a question to encourage comments.

- **Don't edit the conversation.** If you ask for input and comments on any given topic but don't like the responses, you might be tempted to delete the question and responses altogether. Or if an online conversation started by fans or customers strikes a nerve — say, your fund-raising cookies contain an ingredient that is not rain-forest friendly — you might want to censor the posts. The smart approach is to explain the situation and what your company plans to do to fix the problem or to improve upon the cookie recipe.

- **Be transparent.** Let customers know who you are, including your management team, and how your business can be contacted. Include your location and directions how to get there. Explain what your company is and what it does. Talk about new projects, new innovations, even new employees.

- **Have fun.** Social media is just that — social. And it's OK if you need help getting started or staying engaged. Many local businesses offer full menus of social media services. But as with any business you plan to do business with, check them out first with your BBB at wynco.bbb.org.

Pam King is president/CEO of the Better Business Bureau serving Northern Colorado and Wyoming.

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For more information call Lindsay Gilliland at NCBR 970-232-3133

Restaurants navigate shifting economic tides

Eateries go with ebb and flow of big employers

The rules of nature hold that nothing exists in a vacuum. Any one entity — a restaurant, for example — shares space with a host of other entities — big local employers, say. At any given moment, these entities may or may not be useful to each other.

Consider the different effects that the downsizing of Agilent Technologies and the expected arrival of the ACE park in southwest Loveland have had on the well-established **Schmidt's Bakery** and newcomer **Sofia's Bistro**.



STEPPING OUT
Jane Albritton

Schmidt's has been a local favorite since 1985, doing well enough to maintain a loyal clientele for more than 25 years. But in March, Colorado revenue agents seized the property for non-payment of sales taxes — the second time in a year. No one argues that even in a bad economy anyone should be exempt from paying taxes due, and owner Harry Schmidt has since gotten right with the Department of Revenue.

But why would Schmidt, who had weathered other economic ups and downs over the years, suddenly slip? One possible explanation is that the lingering effects of the economic turmoil of the 21st century have taken everyone by surprise. Who could have foreseen that what was once a bustling five-building IT complex, busy beyond imagining with the Agilent employees who had been merrily spun off from HP, would become a mere shadow of its former self, languishing across the street from Schmidt's? The city of Loveland is in the process of purchasing four of those buildings, while the greatly reduced Agilent workforce occupies just one.

It's hard to adjust a sail shaped for racing to catch the vagrant breezes of a windless economy. And it is not difficult to understand why Schmidt's expansion into Greeley in a time of plenty led to a major financial bind.

Just as Schmidt's had no control over the downsizing of Agilent in 2006, it has no control over the anticipated arrival of its replacement — the Aerospace Clean Energy Manufacturing and Innovation Center — some five years later.

The expectation is that ACE will serve as a magnet for innovative companies with well-paid employees who will need to eat and will want to eat out. And Schmidt's will be there, right across the street with its deli sandwiches, head-cheese, jellied sulze, liver sausage, braunschweiger and kraut burgers, not to mention bear claws and Danish for a quick morning pick-me-up.

Unlike Schmidt's, which had to figure out what to do when dearth replaced bounty, Sofia's opened in the historic McKee House on North Lincoln Avenue

in 2009 when the economy was really rotten for the entire hospitality industry. Now that prospects look a bit brighter, Sofia and husband Jeff Morrow are expanding little by little, building on some particularly nice reviews for breakfast fare.

"There are 7,000 new jobs coming to town with the new ACE project," said Sofia Morrow, originally from Casablanca, Morocco. "Everyone is very excited for Loveland. We think it will be very good for our business."

In anticipation of better economic times, the Morrows have added two elements to enhance the bistro's conviviality quotient: a new bar that features 20 specialty martinis, and a tapas menu with 20 items to match.

"There is something very nice about being able to share food with other people without breaking the bank," Morrow said. "The plates range mostly from \$3 to \$6, and so you have much more freedom to sample than if you were ordering an appetizer from the regular menu."

She added that a newly instituted Happy Hour would offer martinis for \$5 and house wine for \$4 a glass.

"For our new bar arrangement, we had to get a new permit from the city of Loveland," Morrow said. "But it has been very nice dealing with the people in the city."

Although the front-and-center bar and tapas menu are new as of May 18, Morrow predicts that they will add to the bistro's appeal both as a hometown favorite and a destination restaurant.

"There are a lot of people here with adventurous palates who want to eat something good," she said. "Gas is expensive. Now it is possible to stay close to home and eat interesting food. We expect to draw people from both Wyoming and Denver, too."

Because timing is everything, however, some Loveland establishments have already missed the coming wave. After only a year in business in the downtown location once occupied by **Monaco Trattoria, Baja Fish Co.** (managed by Mike Severance) has closed, leaving behind some prime Fourth Street restaurant space.

New kitchen for Kress

Linde Thompson, the accidental restaurateur, now has her own kitchen at **Kress Cinema and Lounge** in downtown Greeley.

"When we opened, the **Island Grill** next door prepared our food," Thompson said. "Then when they closed, we used their kitchen. Then an Italian restaurant moved in and took the kitchen back."

Ever the optimists, Thompson and her husband/partner Ron saw an opportunity to have their own kitchen — sans grill — and serve pizza along with other menu items.

"I have always wanted to serve pizza," she said. "Pizza and a movie seem so right together. Island Grill had its own menu with no pizza. And the new Italian restaurant wasn't interested in making our pizza either."

Even more appealing than serving pizza was the opportunity to give those pies some "goofy movie-title names." Can you say "Gouda Fellas"?

"We are hanging in there with down-



Kate Hawthorne, Northern Colorado Business Report

RAISING THE BAR — Sofia and Jeff Morrow, owners of Sofia's Bistro in Loveland, have relocated the bar to the main space of the restaurant, and added a specialty martini and tapas menu for the new after-work happy hour.

town and offering something fun for Greeley folks," she said. "We are real local yokels."

Elsewhere in Greeley, restaurants in the resurrected **St. Michael's Square** are gaining some traction. First, the Hill brothers, Brett and Brian, fans of the **Hobnobber Tavern**, bought it last year and reopened it as **The Tavern**: same plates and glasses, different menu.

Later in 2010, **La Miraposa**, a family-owned Mexican restaurant chain, bought the building once occupied by the **Harvest Modern Country Kitchen**, which closed in 2009. **Maui Wowi**, featur-

ing coffee rather than what the name might imply to some, has taken a lease on part of the building occupied by **Cranberries Fresh Food Market** until it closed in 2008.

When St. Michael's Town Square opened in 2006, it was full of promise as a gathering place for people who lived in the residential part of the development. If the time was not right then, maybe it is now.

Taverna opa! for business

Another dead restaurant location has come back to life in south Fort Collins. The **Taverna Greek Grill** has taken the College Avenue space formerly occupied by **Johnny Carino's**. It serves up not only Greek fare, but also a little Greek dancing, fire breathing and plate breaking to go with it. Just remind the kids not to try that at home.

A bit north and west, in the gigantic space previously known as the **County Cork Irish Pub**, then **Tailgate Tommy's**, then just **The Cork**, **The Passport** aims to transport its diners to Italy, Mexico and the good ol' US of A.

Whether the call of foreign cuisines and festive dining habits can hold an audience grown picky about how it spends its dining-out dollar remains an open question this summer.

Jane Albritton is a contributing writer for the Northern Colorado Business Report. Her quarterly column features restaurant and hospitality industry news. She can be contacted at jane@tiger-works.com.

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VFL, from 1

weeks.

Vaught and Larson made the decision to merge after engaging in a conversation about the best way for their businesses to grow coming out of the recession and discovering that their companies had “countless parallels, according to Larson.

“The merger will allow us to better facilitate the work we’re bringing in,” Larson said. He said that in his small firm, as founder and principal, he performed many different duties at once.

“It’ll be nice to take off a few hats,” said Larson, who is currently serving as president of the board for the regional council of the American Institute of Architects in addition to designing projects for clients ranging from residential to commercial.

Mutually beneficial

The new partnership will be mutually beneficial, according to Vaught, who said that his years of experience will allow him to mentor Larson, who, in turn will “relight my creative fires,” with his new outlook.

Vaught added that VFLA will be a larger, stronger firm, and will be able to weather storms better than either of the two firms could alone.

VFLA currently employs 12 people, and will potentially be hiring more in the future, some full-time, some on short-term contracts.

Combining employees from both firms creates a synergy of people and a new culture in the office, Vaught said.

“There’s a great energy and different perspectives,” Larson said.

Both VFR and JCL provide general architecture services, with no one specialty, and will continue to maintain a diverse portfolio as VFLA.

“The transition seems pretty seamless so far,” Vaught added.

VFL Architects will adopt JCL’s website, www.theartofconstruction.com, and the site will be revamped to reflect the new business and the combined strength of the two firms.

Some of the parallels that brought the firms together include their reputations for good work, and good works. Both have received awards on many occasions, including Governor’s Awards and Urban Design Awards, and regularly appear on the *Business Report’s* Mercury 100 list of fastest growing companies in the region.

Current projects for VFR include the Eye Center of Northern Colorado, an addition to the Fort Collins Utilities Services Center, the Otterbox warehouse expansion, and an addition to Alder Hall at Colorado State University.

JCL is also involved in several local projects, including the new facility for the nonprofit Crossroads Safehouse, Boardwalk Park in Windsor, and a Poudre Canyon Fire Protection fire station.

Both firms have also done work in other states, including New Mexico, Wyoming and Nebraska, and in yet another parallel, both have been involved in projects in Gering, Neb., outside of Scottsbluff.

Optimistic about merger

Clients of the two firms are optimistic about the merger, and have high hopes for the two owners as they progress together.

Doug Dohn, owner of Fort Collins-based Dohn Construction Inc. has worked with both VFR and JCL, and called the merger “exciting.”

“I have high regard for both firms and I think they’ll be a great combination,”

Dohn said.

Developer Les Kaplan said he knows Larson on “lots of levels,” and that he has known Vaught and Frye for decades. Kaplan said that the merger will be a very productive merger between the maturity of Vaught Frye and the youthful creativity of Larson.

“Vaught Frye is hands-down the pre-eminent site designer in the area,” Kaplan said. “Adding the imaginative element of Larson’s company will create a powerhouse.”

VFLA will hold an open house on July 14 at its office at 401 W. Mountain Ave. Larson has yet to reveal plans for redevelopment of his old office on Mason Street, but said the Cheyenne office will stay open, under the Vaught Frye Larson name. VFL employees will be on site a few times a week to cater to Wyoming clients, which accounted for about 50 percent of JCL’s business.



Kate Hawthorne, Northern Colorado Business Report

TWO ARE NOW ONE – Frank Vaught, left, and Justin Larson have merged their architecture firms to create Vaught Frye Larson Design, based in Fort Collins.



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Steve Porter, Northern Colorado Business Report

NEW MODEL WORKING – A new business model – with shares of equity sold to investors – has helped turn around the profitability of the Fort Collins Co-Op.

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FOOD CO-OP, from 3

was thrilled.”

Morgan said a growing popularity of supporting local agriculture — a long-standing hallmark of the Food Co-Op — helped turn things around, but he also gives Christenson credit for stepping in at a tough time and making it work.

“Lynn was a new manager then and started the shift to where things are now, so I think the new management was a big part of it,” he said.

Christenson acknowledged the Food Co-Op still has a way to go before it is truly prospering. She notes two factors in particular — a lack of parking and the cramped 35-plus-year-old space — sometimes make it difficult for shoppers.

She said a planned downtown year-round indoor market might be the answer to resolving those hurdles.

“It’s probably a couple of years out, but I think that’s where we’re headed,” she said.

DDA project

The indoor food market concept, which would feature farmer’s market items throughout the year, has been put forward by the Fort Collins Downtown Development Authority.

Matt Robenalt, DDA executive director, said the indoor market would likely feature the Food Co-Op as the anchor, giving it a year-round retail food presence. Other participants could include the Colorado State University Extension Service, which holds summer farmer’s markets in the Larimer County courthouse parking lot, and Be Local Northern Colorado, founder of the winter farmer’s markets held in the Opera Galleria.

Robenalt said three possible downtown locations are currently being eyed, including Northern Colorado Feeders Supply, 359 Linden St.; Whistle Clean Car Wash, 243 N. College Ave.; and Block 23, a bank-owned property in the 300 block of North College.

The Feeders Supply site is for sale for \$5.8 million, Robenalt said, and the other properties will likely be more

“The response was overwhelming to us.”

Lynn Christenson, manager
Fort Collins Food Co-Op

expensive. He said funding for the project is the main challenge. The DDA’s revenues were reduced 63 percent in 2008 as part of a compromise with the state Legislature that renewed the district’s taxing authority through 2031.

Robenalt said the Food Co-Op’s firmer financial footing made it possible for the store to consider being the indoor market’s anchor. “They’re already great retailers and have demonstrated a good turnaround and they’re looking to expand, so it presented a very unique opportunity for them to provide that seven-day-a-week retailing presence,” he said.

Robenalt said because of the DDA’s limited ability to help fund the indoor market, it will depend on partners like the Food Co-Op to help get the idea up and running. He said all the potential players in the indoor market will have a role in making it happen.

“Each is coming at the project with a strong interest to be involved, but also wanting to be sure the things they’ve accomplished over the years remain viable and it’s a true partnership,” he said.

While there’s no definite timeframe for the indoor market, Robenalt said the DDA “would like to see it happen in the next two to three years.”

Meanwhile, the Food Co-Op will go on at its present location, providing organic and locally produced items to members and the general shopping public alike.

Christenson said the store’s future looks bright.

“It’s been two years of a huge amount of work for all of us, but it paid off,” she said.



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Not using a smart phone? The nomination form is on the Northern Colorado Business Report website, NCBR.com. From the homepage click on Events and scroll to the 40-40 Leaders logo.

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ECO-VISION, from 3

and Weld counties each took very different paths to getting a plan developed.

While Weld County officials hosted a series of public meetings across the county, Larimer County formed a committee of four people — Commissioner Lew Gaiter, Fort Collins businessman Don Taranto, Northern Colorado Economic Development Corp. Interim CEO Don Churchwell and Department of Local Affairs Regional Manager Don Sandoval — to lead its effort through an online survey.

On May 4, the two groups got together for a final meeting to hash out a unified

“I saw tremendous cooperation between the counties.”

Trevor Jiricek, director of planning and environmental health
Weld County

plan that contained the most important elements of each, Lancaster said.

“They had a lot of specific ideas, but I don’t think we had anything specific at all,” he said. “Ours was more from the 30,000-foot level.”

While both counties said they wanted to create more primary jobs and promote a healthy business climate and a diversified economic base, Weld County advocated some specific ideas for boosting the appeal of the region. In addition to relocating the stock show to Weld County, ideas included moving the Broncos training camp back to the UNC campus, moving the state agriculture department to Weld County and pushing for a NASCAR race track.

“We definitely thought outside the box,” said Weld Commissioner Doug Rademacher. “When we met with state government staff, they said we set the bar very high because we put in specific things that could help our area.”

The National Western Stock Show, held every January in Denver, has an annual economic impact of \$100 million on the Denver Metro Area over its 16-day run. While stock show officials have said they are considering another location for the event, Stock Show CEO Paul Andrews said he did not have any comment on Weld County’s suggestion.

“We’re doing some due diligence on several sites and do not have a site located at this time to comment on,” he said.

The NISP issue

Weld County also insisted on declaring one of the goals for the region to support new water storage and delivery systems in the region, including the Northern Integrated Supply Project that would create new reservoirs in Larimer and Weld counties.

That goal elicited a strong objection from the Save the Poudre environmental group that opposes NISP and particularly Glade Reservoir, which would be built just outside Poudre Canyon and which STP says would ruin the river.

Gary Wockner, STP spokesman, said the Bottom-Up effort “subverted” the public process by not allowing NISP opponents to be heard.

But Rademacher said STP had plenty of

opportunities to be heard, either through the seven public meetings held in Weld County or by posting an online comment.

“(The process) was open to the public,” he said.

Now that the county process has been completed, those who took part say they’re not sure what will happen next.

“My personal opinion is that for the governor to take the 14 regions and their five or six basic ideas and blend them all together is going to be a challenge for the final plan,” Churchwell said. “What is important is that it was a good exercise and one for the people involved to follow through on and be as specific as they possibly can.”

“We hope it doesn’t just get shoved into a desk drawer,” Rademacher added. “Even if the governor doesn’t act on this, this is great information for us. Even if nothing happens on the state level, we will use it in-house.”

NOCO Bottom-Up Goals

Six goals were identified by Larimer and Weld county participants in the Statewide Bottom-Up Economic Development Initiative:

- No. 1** Enhance economic vitality by creating primary jobs, sustaining a globally competitive workforce, increasing capital investment and promoting a diversified economic base.
- No. 2** Remove red tape, mandates and burdensome regulations to establish a predictable tax and regulatory climate.
- No. 3** Boost the appeal of the NOCO (Northern Colorado) region.
- No. 4** Develop, preserve and enhance water storage and delivery options within the region.
- No. 5** Promote, maintain and enhance the region’s transportation network.
- No. 6** Build and maintain economic infrastructure (capital networks, education, utilities, research and development, telecommunications, etc.) to enable employer competitiveness.

More information on the Bottom-Up plan can be found at www.advancecolorado.com/bottomup

SOURCE: LARIMER/WELD COUNTIES

“I think it started some discussions and we’ll have more discussions on our end,” Lancaster noted. “I’m not sure how much will come out of this plan, but the state will

have a better concept of Northern Colorado. And we know that a lot of the economic development will still be local and not from the state level.”

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COMMENTARY

EDITORIAL

The Great Recession crawling to a close?

Elsewhere in this issue, regional economist John Green says Northern Colorado should finally expect to see something resembling an economic recovery in the coming months, and he has the figures to prove it.

But economic figures tell us that The Great Recession of the 21st century officially ended in June 2009. So why was 2010 such a lousy year for most local businesses?

Economists explain that by pointing out how the Colorado economy tends to run counter to national economic cycles. We go into the tank later and crawl out after other regions are already home and dry. In the best of times, our tank is shallower than most, as well.

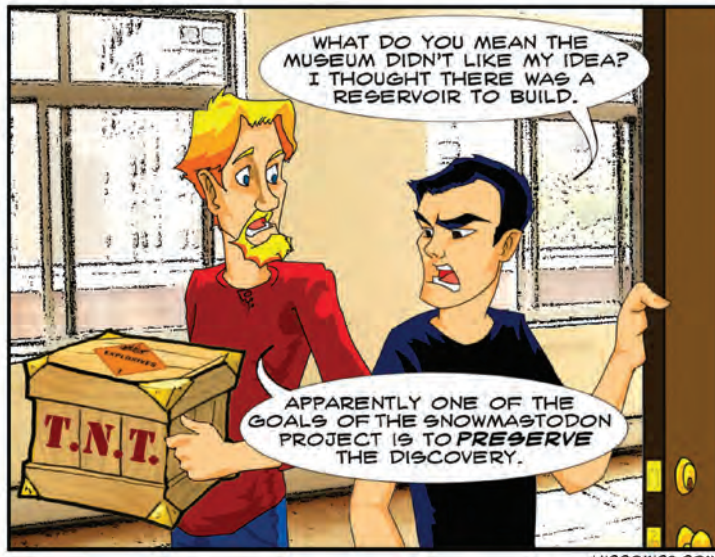
Economists will also point out that since the tech bust at the beginning of the century, the state has cultivated a more diverse economy – mostly of necessity, granted, but we took the hint. Colorado consistently ranks in the top 10 among states poised for success in the new “knowledge” economy and entrepreneurship, while locally strong sectors agriculture, manufacturing, mining and tourism remain our top industries.

Such facts and figures are helpful to economists and planners and editorial writers, but what does “economic recovery” mean to the average business owner and his or her employees? Restaurants packed on what should be a slow holiday weekend? Construction finally beginning on projects that have sat idle since the original developer went bust? Firms feeling secure enough in future orders to fill positions that have been open for months? Workers feeling secure enough to change jobs voluntarily?

If any of this counts, we are happy to report that this recent Memorial Day presented at least one anecdotal example — and in some cases, several — that the recovery is, indeed, picking up speed in our region.

For most people, “the economy” begins and ends with how much money is left at the end of the month, after all the bills are paid — and what they had to do to get it. It’s all about employment or lack thereof balanced with the price of necessities. The rest moves quickly into the realm of the theoretical.

As the economy picks up and more people go back to work, the unemployment rate initially tends to go up as formerly “discouraged” workers come in from the cold. The state’s rate peaked in February, statistics tell us, and employers have added 2,200 jobs in April. These numbers could point the way to our gradually warming future.

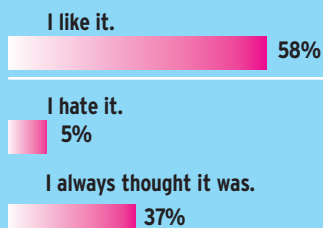


News item: Ice Age dig in Snowmass wraps up July 1

LETTERS TO THE EDITOR

NCBR poll watch

What do you think of “Northern Colorado” as a regional brand?



Next question:

Do you think TABOR is unconstitutional?

Answer now at www.ncbr.com. Responses will be accepted through June 13.

These results reflect responses to the online poll at www.ncbr.com May 17 - 31.

Medicare is the solution

Both political parties are wrong to deal away Medicare, either privatizing it with vouchers, or cutting it by \$400 billion over a decade, as the deficit commission proposes. Rather than cutting, the best solution is improving and expanding Medicare to all to reduce the long-term deficit.

As Robert Reich writes, “Medicare isn’t the problem, it’s the solution” to economic recovery. Rising general health costs are the problem, and could be reversed by extending Medicare to all ages, which would save \$58 billion to \$400 billion annually. Expanding the Medicare risk pool to include both healthy young and sick elderly, and changing payment from Fee-for-Service to Payment-for-Quality, would provide significant savings. Permitting Medicare to negotiate bulk drug rates (prohibited by Medicare Part D reform) would substantially reduce prescription costs for all.

Under Republicans’ “free market” pretense of vouchers, seniors will pay much more out-of-pocket, making health care available only to those who can afford to pay outright. Congress exacerbated the wealth shift upward by extending Bush tax cuts in 2010 and cutting Social Security payroll taxes, jeopardizing that program.

Compromising away Medicare instead of improving it is more evidence that both political parties no longer serve working people, but rather, the wealthy elite.

Michele Swenson
Denver

Colorado’s fracking regulations set for review

(*Business Report Daily*, May 6, 2011)

If there is “possible incident of groundwater contamination” why would Schuller want any person or reporting entity to jump through the hoop of “requesting” the COGCC “to demand to see what is in the fracking fluid”? And more importantly, why would Schuller be okay with this process happening after groundwater contamination had already happened? In light of the gas industries certainty that the extreme depth of fracking eliminates any possibility of contamination, you would think chemical disclosure before groundwater contamination would be preferable to all involved.

Chris Pfeifer
Aspen

Ag Dept issues new requirements for horses

(*Business Report Daily*, May 18, 2011)

I firmly support the control of horses coming into the state, but why not monitor those leaving as well? In a matter of days those individuals exiting will be right back inside the state, infected or not.

Brandee Snook
Kansas

Why do you want to work here?

(*The Career Enthusiast blog*, Carrie Pinsky, May 18, 2011)

“It is all such a game. And the winner is...the candidate who knows how to tell the best lies.” Come on, Carrie — tell the best lies! Is that really good advice?

Robert Jackson
Severance

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Lawsuit represents frivolous attack on TABOR

I have always been a strong supporter of the Taxpayer's Bill of Rights. It makes good, practical sense as an effective way to restrain unnecessary government growth. Bigger government compromises our liberties and drains our personal resources. TABOR is a major defense against such threats.

TABOR has been under attack for years, but now, suddenly, a new battlefield has opened. Several people, including some legislative leaders on the Democratic Party side of the aisle, have filed a lawsuit in federal court, claiming that TABOR is a violation of the U.S. Constitution.

Supposedly, TABOR violates the Constitution by allowing citizens to vote on tax increases instead of reserving that power to — guess who — the people who have the most to gain from raising taxes, the politicians in the General Assembly.

The claim that TABOR is unconstitutional rings hollow, and for many reasons. After carefully examining our state and federal constitutions, I wonder what constitution the opponents of TABOR are reading.

Looking first at our state constitution, TABOR cannot be condemned: It was properly adopted through the initiative process in 1992. Further, it has been recognized and followed (though imperfectly) ever since.

TABOR is also very much in line with many other parts of our state constitution. The essence of TABOR is to require that all tax and debt increases be approved by a vote of the people. The Bill of Rights (Article II) starts with the acknowledgement that, "All political power is vested in and derived from the people" Additionally, the people are recognized as having the "sole and exclusive right ... to alter and abolish their constitution and form of government" The only limitation is that it not be in conflict with the U.S. Constitution.

To challenge TABOR is to challenge the citizen's right to petition government through the initiative process. TABOR is not in conflict with our state constitution; it is the logical application of the constitutional and sovereign right of the people to govern.

TABOR's critics obviously agree with me, because they are challenging TABOR as in conflict with the U.S. Constitution. But is it?

The U.S. Constitution was written to secure the rights of the people, not restrict them. It begins with the words: "We the people ..." The powers of Congress are strictly limited to its enumerated powers in Article I, Section 8, but the states, and specifically "the people," are vested with all other powers.

If the states and the people are vested with all powers and authorities not enumerated for Congress, it most certainly includes the right to alter state constitutions through the initiative process and the right of the people to approve state and local tax and debt increases at the ballot box.



GUEST COLUMN
Sen. Kevin Lundberg

Weak argument

The only possible argument to be found against TABOR is a very weak one, which is what we have in this lawsuit. The plaintiffs argue that TABOR violates the "Guarantee Clause" of Article IV, Section 4 of the U.S. Constitution, which guarantees each state a "republican form of government."

Now, one meaning of republican government is that elected representatives of the people are vested with the power to govern, but that power is never exclusively reserved for elected officials. The aim of this clause is to empower the people with authority over their government, not to surrender the sovereign right of the people to govern themselves.

Through the representative system of government (republican government) our Founding Fathers established the most practical way to keep the authority of government in the hands of the people. The Declaration of Independence clearly shows their intent was to stay as far away as possible from the autocratic rule of a king, or any other elite ruling power. To suggest, as this lawsuit does, that representative government forbids the people from taking direct control of governance — by direct vote in the initiative and referendum process — is to turn the principle of republican government on its head.

This lawsuit against TABOR is not an

attempt to correct a constitutional injustice or deviation from "republican principles." Instead, it is simply one more threat to our constitutional liberties by the proponents of big government.

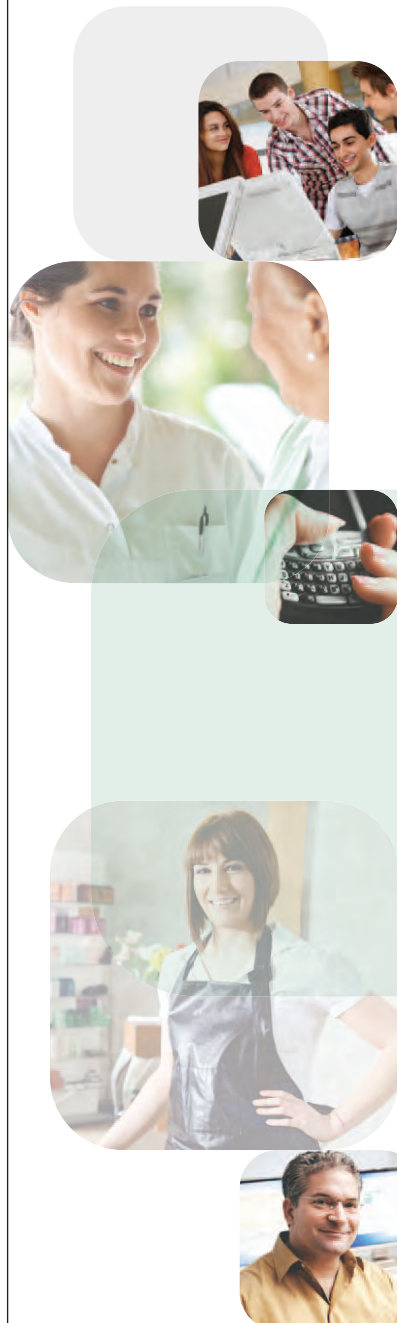
I predict the people of Colorado will resist this attempted power grab by big government interests. I for one will vigorously oppose this lawsuit. Moreover, I believe the federal courts will agree and quickly throw it out of court as frivolous and without merit.

Kevin Lundberg represents Colorado Senate District 15 which includes Loveland, Berthoud, Estes Park, Red Feather Lakes, Wellington, and all of Larimer County outside of Fort Collins.



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Regional economy growing, albeit very, very slowly

I've spent the past several columns detailing the reasons behind the housing crisis and financial crash. Now it's time to get back to discussions of the health of the Northern Colorado economy.

Discussing the health of any economy must begin, and mostly end, with employment. Without employment growth — even if that employment growth is the result of more service employees servicing the influx of retirees who find that the Northern Colorado environment is where they want to spend their golden years — an economy does not grow.

The U.S. economy is growing very slowly, much more slowly than normal at this stage of the economic cycle, and first-quarter statistics indicate that the rate of growth is slowing. Recent statistics suggest the U.S. economy might even contract later this year or in 2012. The financial sector has still not balanced its balance sheets, despite the massive infusion of liquidity from the Fed. Inflation is a looming problem and a 1970s-style stagflation period might result.

Employment in Northern Colorado, as in the rest of the country, is growing,

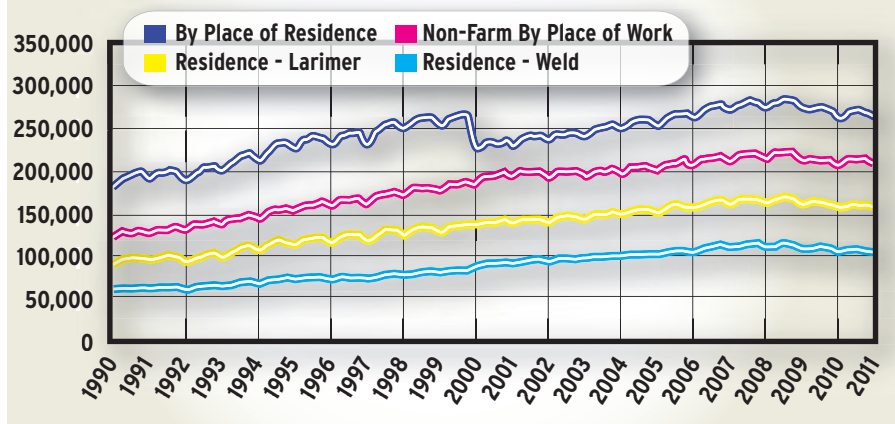
but at a very tepid rate. A nearby graph details employment statistics by place of residence and non-farm employment by place of work. Differences are a result of workplace/residence migration and the fact that the state cannot track employees who are not on a payroll. Employees (farmers and other independent business owners) on which unemployment taxes are not paid operate under the statistics-gathering radar.

The past 12 months have seen growth in employment in both counties. In April, the labor force in Larimer County was almost exactly the same as in April 2010. The Weld County labor force, however, had increased by almost 800 persons. Employment in Larimer County had increased by about 1,100 over April 2010 and in Weld County by about 1,500 persons.

But the number of persons unemployed in Larimer County had decreased by 1,300 over the same time period while decreasing by only 700 in Weld County. Therefore it seems like all of the newly employed in Larimer County came off the unemployed rolls, plus 200 employees new to the county or who had rejoined the labor force. However, in Weld County, 700 persons came off unemployment while 800 new employees came from out-of-county or via new additions to the labor force.

One conclusion is that the unemployed in Larimer County have the requisite skills to meet the demands of employers to meet expanding business

Employment in Northern Colorado, by Quarter, 1990 to Present



SOURCE: JOHN W. GREEN, PH.D., REGIONAL ECONOMIST

while not all the unemployed in Weld County do. Job skills and training are a requirement for meeting the employment demands of the new workplace.

In both 2010 and 2011, the number of unemployed in both Larimer and Weld counties peaked in January. The Larimer County peak was just under 15,000 and the Weld County peak was just over 1,000 less than that, for about 28,000 unemployed persons in Northern Colorado.

However, from simultaneous lows in late 2009, the number of unemployed in Larimer County has dropped rapidly while the number of unemployed in Weld County has increased through April 2011. This suggests that the unemployed

in Weld County are being left out of the Northern Colorado economic expansion.

Employment is improving in Northern Colorado, although slowly, and it will probably be affected by a slowdown in the U.S. economy. However, future expansion is inevitable for appropriately trained workers. They can obtain jobs faster, at higher salaries, and spend more money at local businesses, helping the Northern Colorado economy expand more rapidly.

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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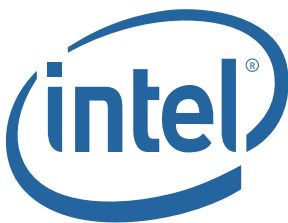
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ON THE COVER: Dave Aguiar, president of Benchmark Electrical Solutions, accepts the 2011 Mercury 100 award as the fastest-growing private company in Northern Colorado from sponsors, from left, Kurt Terrio, co-owner of the Midtown Arts Center; Spiro Palmer, owner of Palmer Flowers; Pam King, president of the BBB serving Northern Colorado and Wyoming; and Northern Colorado Business Report publisher Jeff Nuttall.

LEFT, FROM TOP: 1. NCBR Office Manager Tiffanie Moore helps Mercury guests check in. 2. Bob Flynn and Ray Schofield accept their No. 2 Mercury award. 3. The cast of "42nd Street" wow Mercury guests with fancy footwork before the ceremony. 4. Steve Byers, CEO of EnergyLogic, accepts his No. 4 Mercury award.



AT THE AWARDS: (clockwise from top left): 1. Presenting sponsor BBB's festive table. 2. Brian Dyck, president of S.A. Technology, accepts his No. 9 award. 3. Skip and Diane McIntosh receive the No. 5 Mercury award on behalf of their company, Safe Site Inc. 4. Bob Ghent, whose Ghent Motors was honored as the No. 8 company on the Mercury list, with wife Ann and NCBR Account Executive Julie Constance. 5. Chris Berger, owner of Foundations Counseling, with his No. 10 Mercury award. 6. Brian Thomas, president, picked up the No. 3 Mercury award on behalf of Otterbox. 7. Jackie O'Hara's Jet Marketing grabbed the No. 7 spot on the Mercury 100 list. Center: Dan Garvin accepts the No. 6 Mercury award on behalf of Colorado Metal and Iron.

All photos by Jack Birne, Pixsureperfect Photography



Tim O'Hara

Tim O'Hara Photography

"What a wonderful evening! So encouraging to learn about new, as well as existing, companies starting to thrive after a tough couple of years! Thanks to NCBR for helping promote our business community."

Nancy Patton

Public Service Credit Union

"I wanted to share what a great event the recent Mercury 100 was. I saw so many people that I do business with and being there gave me the opportunity to have some great conversations. The Midtown Arts Center was a fabulous and fun location and it was so refreshing to hear positive news about companies that are thriving. Kudos on putting together a great event, I am already looking forward to next year."



Midtown alive with arts, culture and business

By Amy Madden Copp

The middle of town was abuzz May 18 as hundreds of local business men and women headed to Midtown Arts Center for the 12th annual Mercury 100 Awards. For many, it was their first time experiencing the newest Fort Collins landmark nestled in the heart of the proposed Mason Corridor and the much-talked-about Midtown area.

Why a first for so many? Kurt and Kate Terrio have stuck to a simple and soft opening since November. The Carousel Dinner Theater owners had a big-picture vision of what needed to be in place before shouting from rooftops. The big picture includes a 236-seat dinner theater, 210-seat ballroom, acting academy, bar and lounge, artists' gallery space and an additional 200-seat auditorium.

Bursting at the seams in their former location, the Terrios purchased the old Mann 4 Theater building in 2010 and set their sights on a broader offering to residents and businesses in Fort Collins and surrounding communities. The husband-wife team kept the new name, logo and additional offerings a bit of a secret to anyone outside of their existing Carousel database, until now. They invited the Mercury 100 attendees in with open arms, a wonderful presentation of food, drinks and entertainment.

"From our very first discussion about this new building, Kate and I wanted our business to contribute more to the community that has already given so much to us," Kurt said. "We share a common vision with Fort Collins: more culture,

arts, theater, events, and education radiating from the middle of town."

The first thing guests saw when they entered the MAC was an impressive bar and grand hallway leading to the theater spaces, with the ballroom just off the lobby. The 3,100-square-foot event venue is designed for corporate events, wedding receptions and community organizations. The event planners in the room were already envisioning their next parties in this space.

"Such a variety of activities happen here," Kate Terrio said. "We have already hosted the Northern Colorado Artists Association, displaying hundreds of pieces of art on our walls; the Rotary Club's weekly meetings and annual awards banquet; and several corporate seminars and banquets. We are looking forward to our first wedding season this summer."

Kurt Terrio insists they won't forget their roots. "Our dinner theater still creates 'Broadway Up Close and Close to Home,' every night, and is the foundational building block for Midtown Arts Center," he said. "We are thrilled to announce our upcoming season: the state premieres of 'Next to Normal' and 'Avenue Q,' 'Tony and Tina's Wedding,' 'White Christmas,' 'The Sound of Music,' and 'Hairspray.' It will be our most ambitious season yet."

I think we'll see a lot more next season beyond an awesome show line-up. I believe we'll see more epic events like the Mercury 100, featured fine artists, and young stars bound for greatness.

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From the Northern Colorado Business Report

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